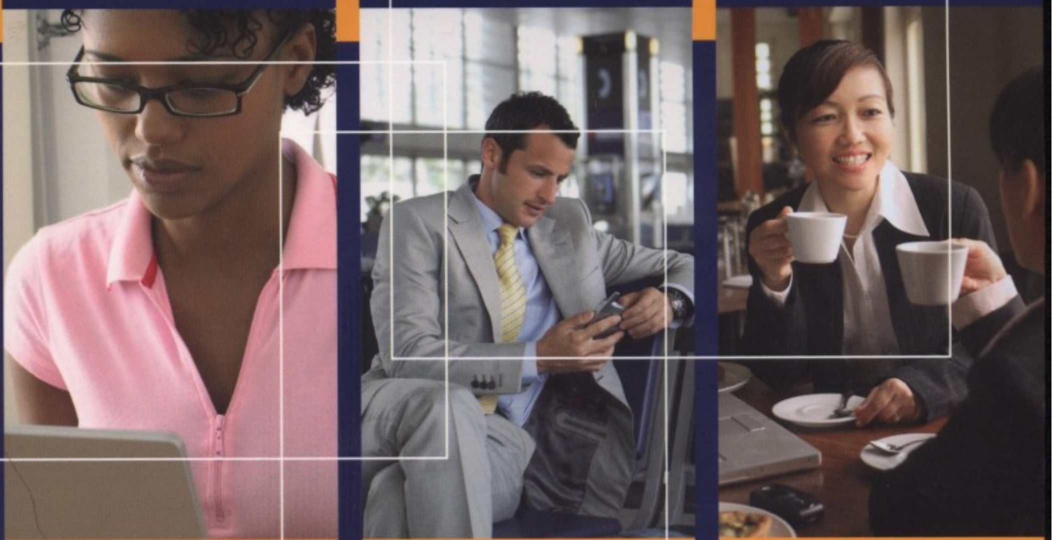
INTERNATIONAL EXPRESS



WORKING TRAVELLING SOCIALIZING

Student's Book Upper-Intermediate

with Pocket Book and MultiROM

Keith Harding and Adrian Wallwork

Interactive Edition

OXFORD

UNIT 1
Achievement

AGENDA
- Tense review
- Achievement vocabulary
- Prefixes 1
- Levels of formality
- Making and discussing initial suggestions on the phone

Language focus

1 Here are five people who have made significant achievements. Can you match the faces with the names? What have they achieved?



Zhang Ziyi *d*	Jane Tomlinson *c*	Sergey Brin *a*
Wangari Maathai *e*	Tim Berners-Lee *b*	

Academy Award – ocar

1.1 Listen and check your answers.

Think of another five people who you think have achieved something significant. Give some reasons why you chose them.

2 What characteristics do these people have in common? Can you add to this list?

hard working	creative	talented	ambitious

terminal cancer – smrtelná rakovina
movement – hnutí

co-founder –
fundraising challenge –
gruelling – vyčerpávající
endurance feat –
to enrol –
soldering iron –
deputy minister – zástupce ministra
launch – uvést výrobek na trh

3 1.2 Listen to an extract from a radio programme about a businesswoman and space explorer. Answer the questions.

1 Where is Anousheh Ansarai from?
2 Which languages does she speak?
3 What did she do in 1993?
4 How did she join the space programme?
5 How long has she trained for?
6 Who is she travelling with?



Tense review

Match each sentence with a tense.

1 She is travelling with two crew members.
2 Anousheh has trained for six months.
3 We are here at Star City.
4 She'll spend eight days in orbit.
5 She had been scheduled to take part in a later launch.
6 Mrs Ansari set up Telecom Technologies in 1993.

a Present Simple
b Present Perfect
c Present Continuous
d Past Simple
e Past Perfect
f *will* + infinitive

How are the following sentences different from the above examples?

1 She travels with two crew members.
2 Anousheh trained for six months.
3 She hopes she will spend eight days in orbit.
4 She was scheduled to take part in a later launch.

Pocket Book p.5, 11-18

Practice

1 Change the tense of the verb in brackets to fit the sentence.

1 She (travel) with two crew members.
2 She said she (have) this dream since childhood.
3 Anousheh (be) from Iran.
4 She hopes that she (inspire) a new generation of women.
5 Just as Vostok was due to dock with Soyuz, radio contact (lose).
6 After she (sell) her business, Anousheh (give) $10 million dollars to the X Prize Foundation, an organization which (encourage) advances in human spaceflight.
7 Some women and girls not (have) the same opportunities as men.
8 There (be) five Vostok missions before the first female astronaut (go) into space in 1963.
9 Yuri Gagarin (go) into space in Vostok 1, the first time anyone ever (journey) beyond the Earth's atmosphere and the first time anyone (go) into orbit.
10 NASA (plan) further shuttle and rocket missions next year.

2 What qualities does an astronaut need? Add to the list.

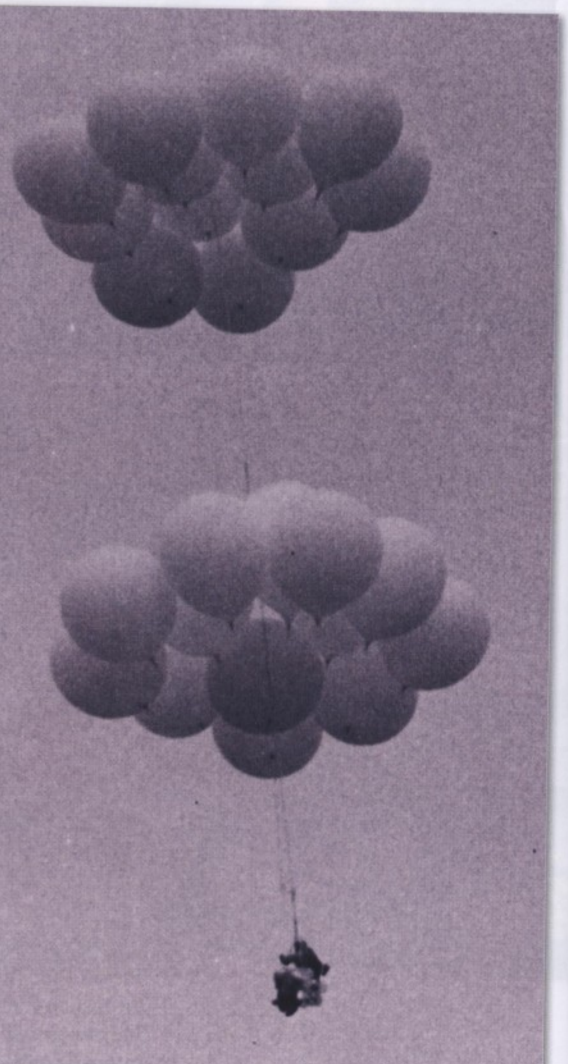
- Physical fitness
- Teamwork
- Foreign languages
- Good health
- Psychological stability
- *Money*

Work in pairs. Ask your partner some questions to see if they would qualify.

- How many languages do you speak?
- Have you had a check-up recently?
- Are you good at working in a team?

3 Read this story about another flying achievement and answer the questions.

High-flyer



In the summer of 1982, Larry Walters, resident of California, decided to make life a bit more exciting. He went to the local balloon store with his girlfriend Carol and bought 45 weather balloons and some helium. When he got home he went to his backyard and found a patio chair which he then attached to the balloons. He tied the chair to the ground and filled up the balloons with helium. He put some cushions on the chair, got his pellet gun and a pair of sunglasses, and called his friend Ron to come round and help. He then made his final preparations. He packed some sandwiches, put on a parachute, and sat in the chair.

Basically the plan was that the balloons would slowly lift Larry and chair into the sky to about 100 metres where he would then shoot the balloons one by one to bring him back down to earth. What actually happened was that when his friend cut the rope Larry shot up into the sky like a rocket and didn't stop climbing till he got to 16,000 feet or roughly 3 miles high. The first thing he saw wasn't a few local birds but a jet flying past.

He stayed up at this height for two hours until he finally decided he needed to come back down again. So he started shooting the balloons and the chair started to descend. Unfortunately, the lines holding the balloons got caught in some power cables and the electricity in Long Beach area was cut off. Larry managed to escape injury but was immediately arrested by the police.

When he was asked why he did it he replied, 'A man just can't stand around.'

1 Where did Larry take off from?
2 What was his craft made from?
3 How high did he go?
4 How did he get down again?
5 What happened when he reached the ground?

Which achievement do you admire most – Anousheh Ansari's or Larry Walters'? Which would you like to try?

4 Read about Mae Jemison and put the verbs in brackets in the correct form.



Mae C. Jemison [1]________ (be) at one time or another an astronaut, an engineer, a physician, a teacher, and is now an entrepreneur. She joined NASA in 1987 and in 1992 earned the distinction of becoming the first Afro-American woman astronaut.

Since then she [2]________ (work) in the area of technological development. In 1993 she founded the Jemison Group Inc. which [3]________ (help) developing countries adapt advanced technology in programmes such as solar electricity generation and satellite-based communication to help healthcare in West Africa. More recently she started up a company called BioSentient Corporation which [4]________ (develop) a system which can assess a person's physical and mental condition. It [5]________ (give) information in real time about what [6]________ (happen) to a patient's nervous system and their body. It can be used for a variety of things including diabetes, anxiety disorders, and human performance in sports.

Before her career as an astronaut and a business woman, Mae Jemison [7]________ (have) a career in medicine. She studied at Cornell Medical College and spent two and a half years working in Sierra Leone and Liberia with the Peace Corps.

When she [8]________ (grow up) her inspiration came from a character in a TV science fiction series called Star Trek. The character, Lieutenant Uhuru, [9]________ (be) of African origin and a technician on a space craft called the USS Enterprise. She recalls, '... they had this crew that was composed of people from all around the world and they [10]________ (work) together to learn more about the universe'.

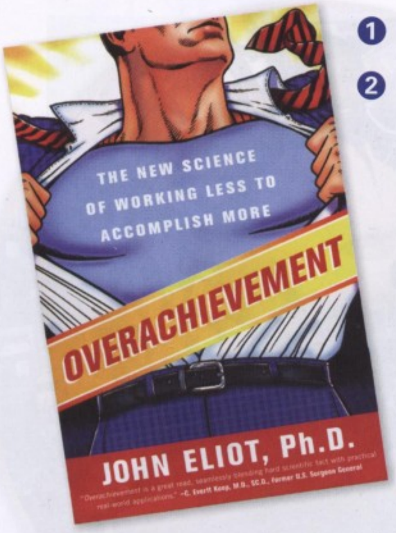
5 Work in pairs. Ask each other what you have achieved so far in terms of your personal goals and your job.

6 Think about your country over the past five years, what it is like now, and how it might change in the next five years. Here are some topics:

- lifestyles and the standard of living
- the economy
- the government
- relations with other countries

Discuss the topics in small groups.

Wordpower Achievement vocabulary. Prefixes 1



1 Look at the book cover. What do you think the book is about?

2 Read this extract from a review of *Overachievement* and then answer the questions.

1 Is 'overachievement' a positive or negative term?
2 According to John Eliot, which factors lead to exceptional performance?
3 What do you find most surprising about his opinions? Are there any that you disagree with?

OVERACHIEVEMENT

Performance psychologist John Eliot claims that 'To see what you're really capable of you have to think abnormally'. That state of exceptional performance is what he calls overachievement – and he believes it's possible to bring it about regularly. 'Overachievers,' he insists, 'don't think reasonably, sensibly, or rationally.'

It is a misconception that a lack of rejection or failure distinguishes achievers from non-achievers – it is the way they handle failure. 'Most successful people can share their weaknesses,' says Eliot. 'They get excited about learning so they can turn weaknesses into strengths.'

Here's some more of his counterintuitive advice, which he delivers in his book 'Overachievement' published this month.

- Hard work is overrated. Overachievers know when to stop working at their job and start playing at it. Too much practice can turn you into a classic case of what he calls the 'over-motivated underachiever'.
- The longstanding practice of goal-setting is actually a major obstacle to sustained, vigorous motivation – and being great.
- A performer can never have too much self-assurance. The best in every field are likely to strike most people as having an irrational level of confidence, but that's how they get to the top.
- High achievers dwell on what they do well – and spend very little time evaluating themselves and their performances.
- The best need stress. Classic breathing and relaxation techniques tend to undermine most performances, eliminating the possibility of setting records.
- What limits? If you want to find out what you're capable of, you can't put limits on yourself, and you definitely can't be cautious.
- Only wimps weigh the risk. For exceptional people, risks equal rewards. The challenge of uncertainty is the fun of high performance – and that's where overachievement lies.

3 Prefixes are often used to create opposites. Look at these examples from the text:

- misconception
- non-achiever
- counterintuitive
- irrational
- uncertainty

Match the words with the prefixes to create words of the opposite meaning.

Prefix

anti	counter	dis
im	in	ir
mis	non	un

Word

direct	employed	event
measure	polite	prove
relevant	understand	climax

New word

4 Prefixes are also used to indicate the idea of 'too much' or 'not enough'. Look a these examples:

Over	Under
achiever	achiever
kill	–

Decide which of the words below can be preceded by over-, under-, or both.

	Over	Under
capacity		
mine		
staffed		
cut		
perform		
statement		
estimate		
produce		
worked		
reaction		

5 Match the two parts of these phrases.

set	a success (of something)
make	a talent
meet	a sense of achievement
improve	your eye on the goal
make	short and long-term goals
keep	your performance
have	positively
think	an effort
develop	a target

6 Work in groups and discuss the questions.

1 What helps you perform well at work, for example, a quiet working environment, a good team spirit?
2 What sort of targets do you have to meet?
3 How often do you have appraisals? Do they give you a sense of achievement?
4 Do you under- or overestimate your achievements?
5 Are you overworked? Is your section or department understaffed?

Skills focus ## Levels of formality

1 1.3 Here are some ways in which language can be more formal or informal. Fill in the blanks and then listen to check your answers.

FORMAL	INFORMAL
Single verbs	*Verb phrases*
rise	go up
	sort something out
return	get back to
contact	get in touch
	think about
search	look for
Full sentences	*Shortened sentences*
Would you like a coffee?	
Thank you for the delicious meal last night.	Delicious meal last night.
I look forward to seeing you tomorrow.	
Full forms	*Contractions*
I would like to meet you.	I'd love to see you.
I will contact you nearer the time.	
Precise facts	*Approximation*
100 candidates	_____ of candidates
more than 2,000 people	masses of people
Opening salutations (spoken)	
Nice to meet you, Philip	Hiya Phil
	Hi
Opening greetings (spoken)	
How are you?	_____ right?
Opening salutations (written)	
Dear Philip	
Closing salutations (written)	
With best regards	All the best
Regards	_____ for now
Yours sincerely	
Saying goodbye	
Very nice meeting you.	See you.

2 Read the letter below regarding a new research project and choose the appropriate phrases to keep a consistent level of formality.

Dear Professor Schmidt,

I hope all is well with you. / How are things?

I am writing to ask / Just thought I'd ask whether you might be interested in taking part / participating in a study I am conducting / doing on goal setting as a means of improving performance. I have already collected masses / six months' worth of data on the topic. I would be grateful for your comments. / It would be really great to hear what you think about this.

I've put the questionnaire in with this letter / Please find attached the questionnaire.

Speak to you soon. / I look forward to hearing from you.

All the best / With best regards,

Sandra / Sandra March



3 You have tested ten mobile phones for use by your company and have chosen the Aikon 007. It has the following features:

- 1.3 Megapixel camera with autofocus
- 20x digital zoom
- Stores photos
- 176x200 resolution screen
- Bluetooth – wireless connection with other devices
- Sends and receives emails
- MP3 player and radio
- MP4 video player
- Will work in most of Europe and the USA.

1 Complete this report and ask your boss for their final approval.

In relation to the request to upgrade the company mobile phones, ten phones were selected and tested. The Aikon 007 showed the best performance to price trade-off. It is a flip phone ...

2 Complete this email to a colleague and ask your colleague what they think.

Subject: New mobile

Hi,

Just wanted to tell you about the great new mobile we will be getting. I tested about ten of them and finally chose the Aikon. It's a flip phone ...

Focus on functions **Making and discussing initial suggestions on the phone**



1 When would you hear these parts of a phone call? Match the first part with the response and complete the table below.

How are things over there at the moment?
I don't want to keep you too long.
Aleks speaking. How can I help?
Nice to talk to you.
Say hi to Diego for me.
Good to talk to you at last.
I don't think we've actually spoken before.
Give my regards to Bob.

You too.
Quite busy.
Hello Aleks. This is Tao Pei Lin.
No, I don't think we have.
Don't worry, that's fine.
And you.
OK.
Will do.

Start of a phone call	Response	End of a phone call	Response

2 1.4 Listen to the phone conversation to check your answers to **1**. Answer the following questions.

a Who is phoning who?
b What project is being proposed?
c Why is Bob going to be worried?

3 Listen again and complete the gaps.

a Diego and I have been working on a project that we wanted to discuss with you – and Bob – to ______________ .
b Basically, ______________ is put together a tour of Latin American music and take it to Asia. What ______________ ?
c Sounds ______________ . Tell ______________ .
d It's very early stages, but ______________ have a range of music from Brazil, Chile, and Peru.
e Now ______________ thinking about locations, dates, and funding.
f But first I just wanted to see if you ______________ .
Oh ______________ .
g … but in ______________ you think it's a good idea, ______________ ?
______________ .
h We thought there ______________ of government funding from host nations.
______________ ?
I'm ______________ about that.

4 Complete the table with expressions from **3**.

a Putting forward and explaining a proposal	
b Asking for a response	
c Giving a positive response	
d Giving a negative response	

Pocket Book p. 27

5 Which section would you put these expressions in?

The aim is to bring the latest Latin music to Asia.
I'm afraid I think eight countries are too many.
I agree entirely about Regional Organizers.
I'd really appreciate your advice on sponsorship.

Can you think of any other expressions for the four categories?

6 The staff of IntEx are having further discussions about the proposed tour. Work in pairs to role-play the following conversations:

Pei Lin and Bob
Bob and Aleks

Student A look at Information File 1. Student B look at Information File 10.

7 Work in pairs. Take one of the following situations each and then phone your partner to discuss your proposals:

- a social evening to entertain clients coming from another country
- a special party for a work colleague who's getting married.

UNIT 2 Motivation

AGENDA

- Talking about the past
- Motivation vocabulary
- Word building 1
- Sentence stress
- Signalling
- Starting a working relationship
- Communicating with a different department by email; phoning potential contacts

Language focus





1 What motivates people at work? Look at the list and add your own ideas.

- money – basic salary, bonus, …
- company package – training, long holidays, …
- work environment – fun, coffee lounge, quiet work space, …
- work relations – good relationship with colleagues, …
- personal factors – taking a pride in your product or service, …
- company culture – no fat cats, …

Match these comments with the ideas above.

'Customers write thank you letters to the staff.'
'Staff can choose to take pay instead of holiday or vice versa.'
'I love working with other people and sharing ideas.'
'What most people get out of working here is being part of the decision-making process.'
'It's a lovely place to work – lots of natural light, open spaces to meet in, and quiet areas where you can think and concentrate.'
'Basically, I love the enormous pay packet at the end of the month. I'm happy to work all hours to get that.'

What motivates you at work?

2 Read the story below and answer the questions.

1 Where does the story take place?
2 What was the man in the blue shirt doing?
3 What were the other workers doing?
4 How did the schoolboy react?

A story from the rice fields

Thirty years ago, when I was a schoolboy, I visited my uncle who for forty years had been the owner of a large farm in a remote village in India. One day he showed me the rice harvesting. About twenty workers were working hard but looking happy. One man wearing a blue shirt was doing less work than the others and stood talking and gesturing. He seemed to be telling jokes and the other workers often burst into laughter.

I said to my uncle, 'Have you noticed the man in the blue shirt? We've been watching the others work but he hasn't done anything since we arrived! He's just been telling jokes and talking. Shouldn't you talk to him?'

My uncle laughed and said he didn't need to. 'That man had been travelling round the country for years telling jokes and stories to people he met along the way. I met him on the road just near here and could tell he had a gift so I decided to employ him to tell my workers stories.'



3 Why do you think the uncle employed the man in the blue shirt to tell jokes and stories? Have you ever worked with someone like that? Does this story have implications for contemporary businesses?

4 Imagine you work in a medium-sized office. Which of the following do you think would help motivate people?

- a coffee machine
- a casual clothes policy
- unlimited access to the Internet
- an open-plan layout
- piped music
- humour

5 2.1 Listen to this employee. Which areas does she mention?

Listen again and answer these questions.

a How long has she been working at the company?
b What sort of clothes policy is there in her department?
c What's her opinion about Internet usage?

6 Here are some comments from the people who were part of a survey on productivity. What do you think of their situations? How do they compare with your situation?

a 'I've been working in an open-plan office for a few months now and I can honestly say it's been a disaster. I can't concentrate because of the noise coming from other areas and I've really fallen behind on my deadlines. I had been in a partitioned space before and it was much much better than this.'

b 'Ever since they've had music on the PA in the office people have been a lot calmer. Mozart has been the most popular and you can really feel the atmosphere has changed. The company's been talking about experimenting with other types of music to see what effect it might have.'

c 'We've had a small lounge for a while now – somewhere people can sit and have a chat and hot drink. There's a machine that does cappuccino and espresso as well as tea and coffee. What it's really done is to build a feeling of identity between the staff and give people a chance to communicate on their own terms and in a relaxed way. In meetings people are always on their guard and rarely actually say what they think.'

Talking about the past

Read the examples and answer the questions.

1 One day he showed me the rice harvesting.
2 Have you noticed the man in the blue shirt?
3 He hasn't done anything since we arrived.
4 He's just been telling jokes.
5 ... who for forty years had been the owner of a large farm

Match the tenses with the sentences.

a Present Perfect
b Present Perfect Continuous
c Past Simple
d Past Perfect

Finish these descriptions.

We use the Present Perfect in 'He hasn't done anything' to focus on ______________ .

We use the Present Perfect in 'Have you noticed the man in the blue shirt?' to ______________ .

We use the Present Perfect Continuous in 'He's just been telling jokes' to focus on ______________ .

We use the Past Simple to refer to ______________ .

We use the Past Perfect to refer to ______________ .

Pocket Book p.11-13, 15-17

Practice ❶ Complete the sentences with a verb phrase in the appropriate past tense.

1 Her eyes were tired and her back hurt. She (use) computer all day.
2 When I got home I realized I (leave) my keys in the office. I had to go all the way back to get them.
3 A How's the report going?
  B Not very well, I'm afraid. I only (do) half of it.
4 A You look hot.
  B Yes, I just (start) jogging at lunchtimes.
5 A (____) the meeting (finish)?
  B Yes, it (finish) a few minutes ago.
6 A I (have) a training session yesterday.
  B How was it?
  A It (be) really interesting.
7 He noticed something missing from his desk. Someone (take) his top secret file.
8 I'm leaving! I (have) enough!

❷ Work in pairs. Put the verbs in brackets into an appropriate form. Then discuss the questions.

1 How long (learn) English?
2 When (have) your first English lesson?
3 How long (be) in your present job?
4 When (start) wyour present job?
5 What (work on) so far today?
6 What (be) your main achievements at work this year?
7 When (be) the last time you (laugh) at work?
8 You ever (think) about changing your job?

❸ Read the job application. Find the mistakes and correct them.

Dear Mr Munroe

I would like to apply for the position of Leisure Services Coordinator as advertised on your website.

I am attaching my CV.

You will see that I worked as PA to the Leisure Services Manager at Global Entertainment since January this year. I do many different things since I am there. For example, I help organize four one-day training seminars, including one on 'Having fun in the workplace', and I accompany the Leisure Services Manager on several trips. On the trip last August I have organized all the meetings and travel arrangements.

I have recently been moving to Manchester and look for jobs in the local area. I heard a lot about your company and I have thought it would be an excellent place to work.

I am available for interview at any time. I look forward to hearing from you.

Yours sincerely

Jane Wright.

4 Read the case studies and in small groups discuss some possible solutions.

1 Alison has been working for AC Datacom for two years. She has an excellent CV and worked hard for the first 18 months. However, you have noticed that recently she hasn't been as focused or motivated. You are concerned that she might be headhunted or simply quit. You talked this over in her appraisal last month but she didn't say much.

What options do you have?

- offer her a rise in salary
- offer her more training
- move her to another section
- …

Think of some more options and discuss the pros and cons.



2 Your sales team of 10 people have been working together for five years. However, their results have been getting worse over the last six months and you have to cut the team down to eight. There are no clear candidates for who should go. What is the best way to do this?

What options do you have?

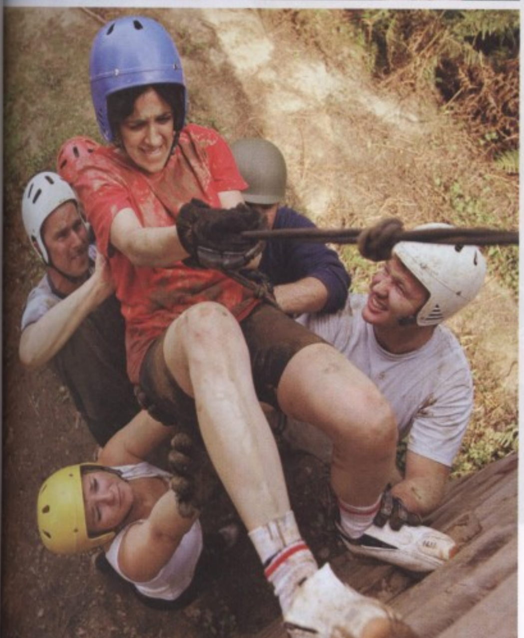
- talk to the whole team and explain the situation
- not say anything and inform the two people by letter
- …

3 Your team has just come to the end of a long but successful marketing campaign. Everyone is exhausted. You have another big project coming up in a few weeks' time. What is best for your team in the meantime?

- a compulsory holiday
- a fun event, for example, paintball
- a team weekend away
- a karaoke night
- a team-building course
- …









Wordpower Motivation vocabulary. Word building 1

1. Work in pairs.
   1 What team-building activities can you think of? Have you ever taken part in one?
   2 What are team-building activities designed to do?
   3 Have you ever played with Lego?
   4 How could playing with Lego be used to help team-building?

2. Match the words in A with the definitions in B.

A	B
1 strategy	a someone who is capable of doing different things at the same time
2 ethos	b the attitudes and ideas of a particular group
3 mission	c joining together and feeling part of the same company
4 motivated	d the amount of confidence and enthusiasm that a person or group has at a particular time
5 corporate bonding	e a purpose or objective
6 unified	f keen and understanding the reasons for doing something
7 multi-tasker	g joined together, part of the same unit
8 morale	h a plan of how to achieve something

3. Read the article opposite about *Lego Serious Play*, an organization which helps companies use Lego for a variety of purposes.
   1 Find examples of how Lego can help companies.
   2 Which companies have used Lego Serious Play?
   3 What have participants at the workshops built with Lego?
   4 What do the models mean?





Taking the workplace into the playroom



Corporate bonding weekends, life rafts, orienteering, 20-kilometre hikes, and tying up the company accountant are a thing of the past. The new corporate team-building strategy involves playing with little plastic bricks. Lego Serious Play claims to offer a radical new way of exploring corporate identity and mission. Participants at the specially-arranged workshops spend two or three days building imaginative models of their company with Lego bricks, forcing them to abandon established ways of thinking about strategy and corporate ethos. It is a sane, enjoyable, and altogether more relaxing alternative to charging up mountains in the cold and wet.

Nokia, Orange, and battery-maker Varta are just three companies that have embraced the Lego concept with enthusiasm. Varta Managing Director Jan Binau now puts all his staff on the Lego Serious Play course, and enthuses about the method. 'The Lego is a platform between people,' he says. 'Two minds have to meet and find a common understanding about what they are doing and what they are trying to create.'

John Szold of Case Solutions, a management consultant firm in Toronto, is another fan of Lego. He held his first workshop a few weeks ago. 'By being able to build something as a metaphor, we both speed up the process of telling our story and unlock our imagination.' One group, for example, built a car missing a wheel as a metaphor for their organization's identity – a vehicle that could shoot forward but instead bumps along because of a weakness. Another group built a pen full of animals, all of which faced different directions to represent how individual employees did not feel unified.

In another session an executive built an octopus to show himself as a multi-tasker. The octopus was wearing a hard hat and holding a skeleton. The skeleton represented problems from the past, while the hard hat symbolized his tendency to protect himself from sales quotas. Then there was the manager who made an imposing model of himself out of black bricks with a door that opened to reveal a tiny red heart. You can work that one out for yourself!

Some quotes:

'Some people find the idea of executives playing with bricks mildly amusing. True, it is a form of play and it was terrific fun, but it was serious fun.' (a participant)

'It helps with team building, corporate bonding, and morale-boosting. I found myself much more motivated when they came back from the workshop. Anything that increases motivation and job satisfaction has got to be worth investing in.' (CEO)

'We all like to think we're team players, but using Lego helps you to achieve that. You unlock the corporate identity at the same time as discovering more about your inner attitudes.' (a participant)



4 Match the two parts of these collocations.

Example: *team + work*

team	statement
mission	player
corporate	work
morale	boosting
job	building
	bonding
	identity
	strategy
	satisfaction
	ethos

5 Think of some questions to ask other students using these collocations, for example, 'Are you a team player?'





Skills focus

Sentence stress. Signalling

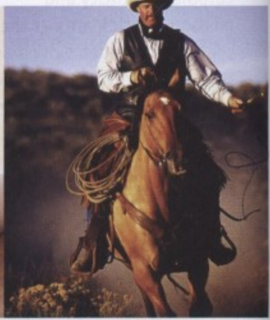
1 This is a list of jobs rated 'best' and 'worst' in the USA. Can you put them in order of the five best and five worst?

	Best	Worst
Cowboy		
Biologist		
Seaman		
Actuary (calculating insurance risks)		
Lumberjack		
Financial planner		
Ironworker		
Computer-systems analyst		
Accountant		
Commercial fisherman		









2.2 Listen and check your answers.

2 1 Fill in the blanks with the jobs.

'__________' is rated the nation's single best job in terms of low stress, high compensation, lots of autonomy, and tremendous hiring demand. __________ was rated the worst job, according to *The Jobs Rated Almanac* by Les Krantz.

__________ displaces __________ , which was ranked as the nation's best-rated job last year, but still makes a strong showing in the No. 3 spot this year. __________ , who work autonomously and with little stress helping insurance providers and others determine risk, rose to No. 2. __________ and __________ round out the top five.

Although the Monty Python comedy troupe made famous the song, 'I'm a __________ and I'm OK', the life of professional lumberjacks couldn't be much rougher. In terms of work instability, poor pay, and pure danger, lumberjack ranks as one of the nation's worst jobs. Prospects aren't much better for __________ __________ , __________ , __________ and __________ , who labour aboard commercial ships among pirates and hurricanes.

The criteria to determine the most and least appealing career opportunities include environment, income, employment outlook, physical demands, security and stress. Each occupation is ranked using data from such sources as the US Bureau of Labor Statistics and the US Census Bureau, as well as studies conducted by a wide range of trade associations and industry groups.

🎧 **2.2** Listen and check your answers. Mark the words that were given the most stress. When do we stress a particular word?

2 Which are the 'best' and 'worst' jobs in your country?

3 Work in pairs. What can students do in their gap year? What are the advantages of going on a placement with a company?

🎧 **2.3** Listen to this story about a student who was on placement with Central Trains in the UK. Answer the questions.

1 Where was the student from originally?
2 What was she going to study at university?
3 Did she do typical office jobs?
4 What was the problem that she solved?
5 How did she solve it?

What do you think motivated Ade Sodeinde? Was it ambition, the satisfaction of solving a problem, or a combination of reasons?



4 🎧 **2.3** Listen again. Which of these words are used to react to what someone says? Which are used to introduce what we are about to say?

	React	Introduce
Well		
Apparently		
Really		
Mmm		
Absolutely		
So basically		
Anyway		
Wow		

5 🎧 **2.4** Listen to this report on keeping employees happy. Note down the key points you hear.

6 Now put together your version of the report using the key words.

Focus on functions

Starting a working relationship

Communicating with a different department by email

1. Work in pairs. *The Latin Goes East Tour* project is gathering momentum. In the London office, Pei Lin needs to recruit a Tour Manager.

Which of these criteria do you think are going to be most important for the position?

- knowledge of Latin music
- previous experience of working with IntEx
- experience of managing tours in general
- experience of managing music tours
- ability to speak Asian languages
- ability to speak Spanish and/or Portuguese
- willingness to work on a limited budget
- experience of travelling in Asia

2. Read the email from Pei Lin to the Human Resources Department of IntEx and the reply. Which of the criteria above does Pei Lin regard as (a) essential, (b) desirable, (c) not important?

Subject: Latin Tour – Latin Goes East

Dear Josh

This is Pei Lin from Cultural Events. As you may have heard, we're planning a Latin Goes East tour of Asia. I'm looking to recruit an experienced Tour Manager, and I'm wondering if you have anybody on file who may be suitable. If not, could you prepare an ad, and suggest appropriate locations to place it – bulletin board? trade press? The budget is quite limited.

The successful candidate should certainly have experience of managing tours, ideally musicians and if possible in Asia. They'll need to speak Spanish and Portuguese, and Japanese or Chinese would be nice – but not essential. It'll help if they know a bit about Latin American music. They don't have to have worked for us before, but we'll need a full CV and references.

I'll let you know dates and remuneration once we've had a closer look at budgets.

Could you get back to me by the end of the week?

Thanks

Pei Lin
Cultural Coordinator Intex
peilintao@intex.co.uk

Subject: Re: Latin Tour – Latin Goes East

Dear Pei Lin

Thanks for your email. Unfortunately, Josh is away at the moment, so I'm dealing with his emails. We haven't met yet, so let me introduce myself: my name's Rachel and I've just started as Josh's assistant.

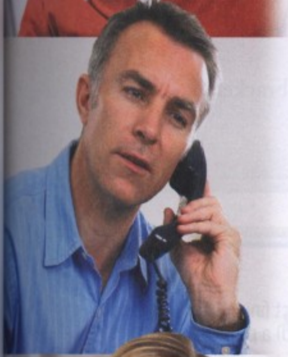
I'll look through the database and see if we've got anyone who matches your requirements. It might be an idea to look at other options anyway, so I'll prepare a notice for the website and other sources for you to look at.

Hope we get a chance to meet soon.

Regards

Rachel White
HR Assistant
rachelwhite@intex.co.uk







3 Read the emails again and answer the questions.

1 How does Pei Lin introduce herself in her email?
2 How does Rachel introduce herself? Why is this different to the way Pei Lin introduced herself?
3 How does Pei Lin make requests?
4 How does Rachel make offers?
5 How do they close their emails?

Pocket Book p.28

4 Work in pairs. Write an email to a colleague from another department that you haven't met before. You are going to a conference together and need to arrange hotels, flights, and meals together. Write an email introducing yourself and suggesting a location for a pre-conference meeting.

Phoning potential contacts

1 **2.5** Listen to three phone calls. Complete the table.

	Phone call 1	Phone call 2	Phone call 3
Who called who?			
Reaction to offer?			
Action points?			
Contact details?			

2 **2.5** Match these halves of sentences from the phone conversations. Listen again to check your answers.

1 You don't know me
2 Would you be interested
3 Do you think
4 I'm phoning to see
5 My name's Aleks Syska
6 I'm sorry to call you
7 I was wondering
8 I tell you what:

a … if you can help with another project.
b … but I was given your name by a contact of mine.
c … out of the blue like this.
d … I know a couple of other guys who might be interested.
e … if you'd be interested.
f … in helping us?
g … and I work for an organization called IntEx.
h … you'll be free then?

Pocket Book p.29

3 Which of the sentences come at the start of a conversation?

4 Work in pairs. You are colleagues working in different departments. Phone each other up to discuss a new project you are planning – for example, opening a new branch of your organization in a country that your colleague knows well. Find out if your colleague is interested, and take down, or check, his/her contact details (email). Use some of the sentences from **2**.

5 Mingle with the rest of the class to find out (a) their phone numbers (land line and mobile), (b) their email addresses (work and home), (c) if they are interested in working on your new project.

REVIEW UNIT A

▼ AGENDA
- ▶ Grammar 1
- ▶ Skills focus 2–3
- ▶ Focus on functions 4
- ▶ Vocabulary 5

This unit reviews all the main language points from Units 1 and 2. Complete the exercises, using the Pocket Book for the areas that you need to review.

1 Tense review

1 Complete the email using the correct form of the verb in brackets.

Subject: Possible candidate

Dear Pei Lin

Sorry it ______ [1] (take) so long to get back to you, I ______ [2] (try) to get another project finished all week, and I ______ [3] (still work) on it now! In any case, I ______ [4] (think) I ______ [5] (find) a possible candidate for you.

Her name is Silvia Orondi and she ______ [6] (currently work) in Venezuela but ______ [7] (plan) to move to Europe next month as her partner ______ [8] (just accept) a job in Berlin. She ______ [9] (be) a Tour Manager for the last six years and ______ [10] (organize) several tours based around merengue, tango, and flamenco dancing.

I ______ [11] (speak) to her yesterday and she ______ [12] (sound) very interested. She ______ [13] (say) that she ______ [14] (always try) to find new ways of bringing Latin American music to other parts of the world and that she would welcome this opportunity.

I ______ [15] (give) you a call tomorrow – I ______ [16] (go) home now, and I ______ [17] (keep) you informed of any other suitable candidates.

Cheers

Rachel

2 Work in pairs. Look at the sentences. Discuss why the tense in brackets would either not be possible or would change the meaning.

a I have been here for three months. (Present Simple)
b Have you watched this film before? (Present Perfect Continuous)
c I saw him earlier this morning. (Present Perfect)
d I have seen her twice this morning. (Past Simple)
e I have been working here all day. (Present Continuous)
f I am going there tomorrow. (*will*)
g OK, I'll see what I can do. (Present Simple)

3 Imagine you were interviewing someone for your own job (you are being promoted). Write down five questions to ask the candidate and five questions that you would expect the candidate to ask you. Make sure you write both general and specific questions. Then work in pairs. Take it in turns to interview each other and decide whether you would give each other the job!

2 Levels of formality

1 Decide whether the following phrases are informal or formal, and then rewrite them in a more formal or informal way.

1 See you next Mon, rgds Pete.
2 Sorry to take so long to get back to you.
3 I look forward to meeting you. Yours sincerely,
4 Here's the file you wanted. Cheers, Jo
5 Since our last communication with you, we have ascertained that …
6 I would be grateful if you could send me the document at your earliest convenience.
7 This is to inform you that the meeting has been scheduled for 14.30.
8 Say hello to Mike. Tx. Sue

2 Imagine your dream job has been advertised. Write a letter of application outlining your education and work experience, and saying why you think you would be suitable for the job. Make sure you use a suitable greeting in your letter.

3 Signalling

Where could these phrases come in this conversation?

Well, apparently	Really?	Absolutely
Anyway	So basically	Wow

A The company's going bust!
B (a) ______________ What happened?
A (b) ______________ the manager ran off with the pension fund.
B (c) ______________ How much?
A About half a million.
B (d) ______________ we're all going to lose our pensions.
A It's shocking, isn't it.
B (e) ______________
A (f) ______________ would you like a cup of tea?

4 Making and discussing initial suggestions: on the phone, phoning potential contacts

1 Work in pairs. Discuss what you should say in these work situations.
  1 Answer the phone.
  2 Announce who you are.
  3 Explain to a person who you don't know how you got their number.
  4 Explain the reason for your call.
  5 Say you want to keep the call short in order not to take up their time.
  6 Express positive interest in what the other person has said.
  7 Find out if the other person is interested in your proposal.
  8 Send your regards to a third person.
  9 Thank someone for their call.
  10 End the call.

2 Work in pairs. Invent some names, phone numbers, and email addresses, and dictate them to each other.

5 Vocabulary

1 Mark each word in the table below P (positive meaning), N (negative meaning), O (neutral meaning). Then work in pairs to compare your answers.
2 Write antonyms for at least five of the words in the first two columns.
3 Write definitions for the words in the last column.
4 Choose five words from any of the columns to include in sentences that describe yourself or the place where you work/study.

terrific	motivated	fan	anticlimax	edge
amusing	counterproductive	feedback	strategy	yield
overworked	team player	morale	overreaction	multi-tasker
quick fix	shortcoming	mission statement	bonding	boost
misunderstand	enthusiasm	job satisfaction	non-event	bottom line

UNIT 3 Communication

▼ **AGENDA**
- Articles
- Talking about the present
- Verbs of communication
- Linking words
- A phone conference
- Turn-giving and turn-taking

Language focus 1

1

1 Do you have a blog or read other blogs? What sort of content can you find on a blog?

2 Read the 'Blogs' report. What do you think of the blog? Do you think this sort of approach can be succesful?

BLOGS

There are around 54 million blogs on the web, with another 75,000 created daily. They are often used by consumers as a way of commenting on products or services. One example is a customer who had bought a laptop and paid for a four-year in-home service. The laptop was faulty and the service engineer did not turn up as requested. The customer started a blog to keep a record of events. Here is one of the entries:

July 1

A company can no longer get away with consistently offering shoddy products or service or ignoring customers' concerns and needs. For now the customers can talk back where they can be heard. Those customers can gang up and share what they know and give their complaints volume. Of course, they can use their reviews and complaints to have a big impact on a company's reputation and business.

2 **3.1** Listen to the recording about blogging. Are these sentences true or false? If the sentence is false, what is true?

1 Jeff Jarvis was unusual in having a problem with his PC.
2 The computer company refused to admit there was a problem.
3 Bloggers helped three computer companies solve the computer battery problem.
4 Bloggers can be taken to court for posting incorrect information.



3 Read this extract from *Naked Conversations*. Answer the questions.



Blogging is the first technology to enable a simple conversation to go instantly global. It's the first to decentralize corporate communications, wrestling it from those who historically controlled it, and it eliminates many of the geographic barriers that have restricted relationships between people sharing similar interests.

On one hand, a blog may simply be a tool, but on the other hand that tool is one of the most powerful components to emerge so far in a communication revolution that has been going on for quite some time and is now reaching its tipping point. The revolution is about the way businesses communicate, not just with customers but with their entire constituencies – partners, vendors, employees, prospects, investors, and the media.

Chances are highly likely that if people aren't talking about your company in blogs today, they will soon. You would be wise to join these conversations, if only to thank those that sing your praises or to correct possible factual errors. If you ignore the blogsphere – the term used to describe the global network of blog postings – you won't know what people are saying about you. You can't learn from them, and they won't come to see you as a sincere human who cares about your business and its reputation.

If you choose to join the conversation, your company will be the better for it, and your customers will be happier. You will develop better products and services by enjoying their collective wisdom, and you will save a ton of money by dumping expensive marketing tactics that not only don't work, but annoy the people they target.

1 What is unique about blogging?
2 What effect is blogging having on businesses?
3 Why should businesses pay attention to blogs?

Articles

Look at this extract from *Naked Conversations*.
... in *a* communication revolution that has been going on for quite some time and is now reaching its tipping point. *The* revolution is about the way ...
Why is *a* used first (*a* communication revolution) and *the* used in the next sentence (*The* revolution)?
... *a* blog may simply be *a* tool, ...
If you ignore *the* blogsphere.
Why is *a* used before *blog* and *tool*, but *the* used before *blogsphere*?
There are rules about using articles with certain categories of nouns. Which of the following groups takes *the* and which doesn't?

1 towns, cities, lakes, countries (not including collections of states or regions), public institutions (for example, hospitals), sports and activities (for example, jogging), types of entertainment (for example, soul music)
2 rivers, seas, oceans, mountain ranges, museums, art galleries, places where we shop (for example, supermarket), places of entertainment (for example, theatre)

Are there any exceptions to these rules?
Why is *the* used in the first sentence below but not the second?
He's going to the university to pick up his books.
He's going to university next year.

Pocket Book p.1-2

Practice

1 1 When do you switch your mobile phone off? When do you keep it on? Would you ever keep it on during a meeting?

2 **3.2** Listen to someone read the article and correct the text.

There are as yet no agreed rules of etiquette about the use of the mobile phones during the business meetings in the UK. Do you switch the your phone off, discreetly, before entering the meeting? Or do you take your phone out and make the big ostentatious show of switching it off, as the flattering gesture conveying the message 'See how important you are: I am switching off my mobile phone for you'? Then do you place your switched-off phone on the table as the reminder of your courtesy and your client's or your colleague's status? If you keep it switched on, do you do so overtly or leave it in your briefcase? Do you take the calls during the meeting?

Then what about the lunch? Is it acceptable to switch your phone back on during the business lunch? Do you need to give the reason? Apologize? My initial observations and the interviews suggest that the more insecure people tend to take and even sometimes make the calls during the business lunch – often apologizing and giving the reasons, but in such a self-important 'I'm so busy and indispensable' manner that their apology is really the disguised boast. Their higher ranking, more secure colleagues either leave their phones switched off, or, if they absolutely must keep them on for some reason, apologize in the genuine and often embarrassed, self-deprecating manner.



2 Complete the table with your own examples and decide if they need an article.

Category	Examples	a, an, the, –
Countries		
States or group of regions		
Mountains		
Mountain ranges		
Rivers, seas, and oceans		
Sports and activities		
Types of entertainment		
Languages		
Nationalities		
Jobs and job titles		
Places where we shop		

Language focus 2

1 Do you ever buy things online? Have you ever done your supermarket shopping online? Do you think it's a convenient way to shop? Can you name any British supermarkets?

2 Read the report and answer the questions.

The online supermarket shopping business *is* growing at around 30% year-on-year. The main reason for its popularity is convenience. It can cost a *little more with delivery* costs, but you save valuable time and can do it from your home computer.

According to one study, Tesco *is* winning the online supermarket war in the UK, although Sainsbury's internet customers spend more per order – the average Sainsbury customer spends £90 per order compared with £80 for Tesco – and incur lower delivery charges. Sainsbury's charges on average just over £3 whereas Tesco charges just over £4.

***Tesco currently attracts two-thirds* of all online grocery orders which is generating sales of approximately £2.5 million per day. Tesco has a 31.5% share of the UK's overall retail market. Its online sales have reached almost £1 billion this year, compared with total group earnings of £38.3 billion.**



1 What is the advantage of shopping online?
2 Which is the most successful British online supermarket?
3 Which customers spend the most on one order?
4 Which company offers the best deal for delivering?
5 How much have Tesco online customers spent this year?

Talking about the present

1 Look at the verbs in italics in the article. Find examples of:
  a a current trend
  b a fact
  c a current, temporary situation or activity
  d a regular activity or repeated event

2 Match each description with one of these tenses.
  1 Present Simple
  2 Present Continuous

Pocket Book p.14-18

Why are different tenses used in the following sentences?

I think it's a great idea.	I'm thinking about your idea.
It feels soft.	I'm feeling great.
I'm having trouble with this report.	I have an idea.

What do these two sentences have in common in terms of the present?

Present Perfect – 'Its online sales *have reached* almost £1 billion this year.'

Present Perfect Continuous – '… that tool is one of the most powerful components to emerge so far in a communication revolution that *has been going on* for quite some time'

Practice

1 Complete the sentences with the verb in the appropriate present tense.

1 The online supermarket business (boom).
2 Most customers (spend) less than £100 per order.
3 I always (turn off) my mobile phone, except once during a live tennis match.
4 Blogging (become) an important way for businesses to communicate with customers.
5 Recently a lot of supermarkets (try) to attract more customers to shop online by offering lower delivery charges.
6 The number of local shops (fall) drastically in the last ten years.
7 Aston Martin (make) luxury sports cars.
8 Bloggers (be) successful in getting three computer firms, Sony, Dell, and Apple, to withdraw their faulty computers.
9 Mobile phones (get) smaller each time a new model comes out.
10 People (communicate) more these days, but less communication (be) face to face.

2 Read the profile of Migros and choose the appropriate form of the verb.

Migros

Migros is the number one retailer in Switzerland. Its main competitor is Coop and there are numerous other smaller companies such as Manor and Carrefour. 'Migros' *comes / is coming*[1] from 'half' or 'mi' in French and 'gros' meaning 'wholesale'. The name is *suggesting / suggests*[2] that the prices are between those of a retail store and a wholesale outlet. The company is a cooperative and currently *is having / has*[3] 1.9 million members. The business *is growing / grows*[4] - in 2004 it generated CHF* 17.35 billion sales and last year this grew to CHF 20.34 billion. In 1997, Migros purchased the Globus department store group, based in Zurich.

Regional cooperatives *run / are running*[5] over 590 stores. Two-thirds of sales come from foods and catering. There are no sales of alcoholic drinks or tobacco. In production and buying, it *supports / is supporting*[6] ethical and sustainable principles. These products *represent / are representing*[7] about 13 per cent of Migros retail sales. Migros also has 24 leisure and sports centres and six public golf courses.

The retail business *becomes / is becoming*[8] increasingly competitive and Migros always *looks / is always looking*[9] for ways to expand the business. In 1997, it launched the loyalty card 'Cumulus' for its customers and the scheme now *is comprising / comprises*[10] over two million card holders.

*CHF = Swiss franc



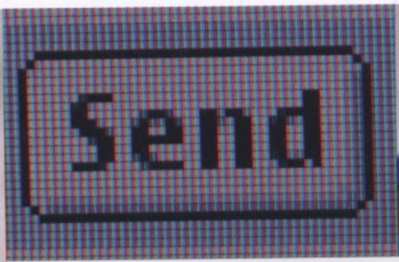
3 Work in small groups. Tell the other people in your group about a supermarket that you know well. Include some facts about the company, and details of any recent trends and changes.

Wordpower **Verbs of communication**

1 *Fill in the table and finish the sentences.*

Verb	Preposition	Object	Preposition	Object
speak	to	(somebody)	about	
	with			
				(a language)
tell		(somebody)		(something)
		(somebody)	that	
				(jokes, stories)
talk		somebody	about	(something)
say		(something)		(somebody)
discuss		(something)		(somebody)
argue		(somebody)		(something)
chat		(something)		(somebody)
answer		(somebody)		(something)









1 I ______ to the team yesterday ______ the new project.
2 He going to ______ his boss that he's quitting.
3 She doesn't ______ anything!
4 All he ______ about is work.
5 Is Leo there?
______ ing.
6 He ______ very funny stories.
7 She ______ four languages.
8 Could you ______ me your name, please?
9 Can I ______ to Mr Cooper?
He's on another line at the moment. Would you like to hold?
10 What's going on?
I can't ______.

2 1 Fill in the gaps with one word to complete the verb phrases.

______ in touch with somebody
contact somebody
______ contact with somebody
call somebody
phone somebody
______ on the phone to somebody
put someone through to somebody
______ through to somebody
hang up on somebody
send somebody an email
______ an email from somebody
reply to somebody
______ back to somebody

2 Use the list of verb phrases to finish the sentences.

I ______ Andrea from my office, but she ______ to someone. So I ______ her an email and asked her to ______ me. She didn't ______ , but she said she ______ me as soon as she ______ the email. When she ______ , reception ______ to someone else, so she didn't get though to me but a guy in another department. Apparently, she didn't ______ and they got chatting, and by the end of the phone call he'd asked her out on a date. And she said 'Yes'. I can't believe it.

🎧 **3.3** Listen and check your answers.



3 Has the way people communicate changed much? How often do you chat or gossip on the phone? Are the following statements true or false?

	T	F
1 About half of all conversation is gossip.	☐	☐
2 Mobile phones have reduced the amount of time we spend communicating.	☐	☐
3 Men gossip on the phone more than women.	☐	☐
4 Women tend to talk more about themselves and men talk more about politics and work.	☐	☐
5 Texting helps shy teenagers communicate more.	☐	☐

🎧 **3.4** Listen to a discussion about research done by the author and anthropologist Kate Fox and check your answers.

4 Ask other students how they feel about the following ways of communicating in English at work.

	STUDENT 1	STUDENT 2
Email		
Texting		
Phone call		
Face-to-face: • in meetings • one-to-one • giving a presentation • socializing		

Skills focus

Linking words

1 Look at these two sentences. What is the relationship between them? Which word would fit in the space between them?

The Personnel Department has tried to introduce a series of communication training programmes for the staff. ________ , the response so far has been poor.

2 Thinking about the relationship between the sentences below, choose an appropriate word or phrase.

Unless	Consequently	Alternatively
However	In the meantime	As

1 The call centre is going to move to a new location in July. ________ they will have to make do with the present offices.
2 I have enjoyed working in the sales department for the last six years. ________, I feel that I am ready for a different kind of challenge.
3 The insider trading scandal was revealed in the press yesterday. ________ several executives have been taken into custody.
4 It is six weeks since we put in our order. ________ we receive the goods by the end of this week, we will be forced to cancel.
5 The overall damage by the fire cost us $4.3million. ________ none of the items were insured we are faced with a very difficult situation.
6 You could pay by direct debit. ________ the payment can be made by cash.

3 Work in pairs. Student A look at Information File 2 and Student B look at Information File 9. Read your sentences to each other, omitting the linking word. Ask your partner to guess the missing word and discuss what function it performs.

4 Match the examples of the same use of *so*. Can you describe the function of *so* for each pair.

1 A Have you got the job?
B I hope so.
2 A How long will you be away?
B A week or so.
3 A Sales figures are down.
B So we're going to have to think of a new strategy.
4 A Hi. It's been ages.
B Yeah. So, how are you?
5 A I hope we get a bonus this year.
B So do I.
6 A hundred or so staff work in this centre.
7 Everyone has worked really hard this year. So sales figures are up.
8 A So, where shall we start?
B At the beginning?

5 1 🎧 **3.5** Listen to two people discussing the use of dubbing and subtitling of foreign films, and answer the questions.

a Why did Germany, Italy, and Spain originally use dubbing?
b Which countries tend to use subtitles the most?
c What method did Poland use for 'translating' foreign films?
d What do Spain and France have in common?
e Which countries were the first to use subtitling and in which year?

2 Match the adverbs in A with the phrases in B.

A	B
1 actually	a I've heard/read that ...
2 apparently	b by the way
3 essentially	c in reality
4 incidentally	d in my opinion
5 interestingly	e basically what this means is ...
6 personally	f you may not know this but ...

3 🎧 **3.5** Listen again. In which order do the adverbs occur in the dialogue?

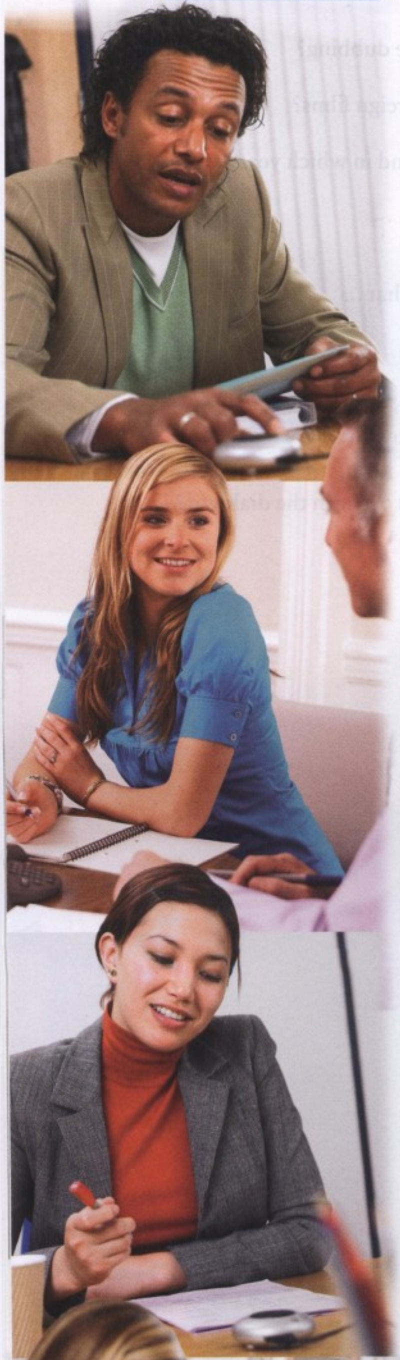


6 1 Work in groups. Discuss the advantages and disadvantages of one or more of the following.

- dubbing vs. subtitles
- national and cable TV vs. satellite TV
- restrictions on imports of foreign films and music vs. no restrictions
- downloading films and music vs. buying from shops (high street and online)

2 Write a short report on your findings, using appropriate linking words. Make sure you present all sides of the argument.

3 Read the report of another group and then write a second report comparing and/or integrating their findings with yours.



Focus on functions

A phone conference. Turn-giving and turn-taking

1 3.6 The London and Melbourne offices of IntEx are holding a phone-conference to discuss developments in the *Latin Goes East* project. Listen to the first part of the phone conference. Answer the questions.

1 What technical difficulty does Bob have?
2 What items are on the agenda?

2 Match the phrases with the three functions.

- Sorting out procedural and technical problems
- Making small talk
- Turn-taking and turn-giving

a How are things in Melbourne?
b Bob?
c Is everyone picking up all right?
d OK Bob, do you want to start?
e No, you go first.
f Keeping busy, I hear?
g Is that any better?
h Can I just remind you all to say your name when you speak?

Pocket Book p.25

3 Bob is going to talk about the position on funding.

1 What costs will be involved in a project like this?

Example *advertising and promotion of the events*

2 Which of the following do you think would be likely sources of funding?

- charity collection
- sponsorship from record companies
- government funding from Latin American countries
- government funding from Asian countries
- donations from world-famous musicians

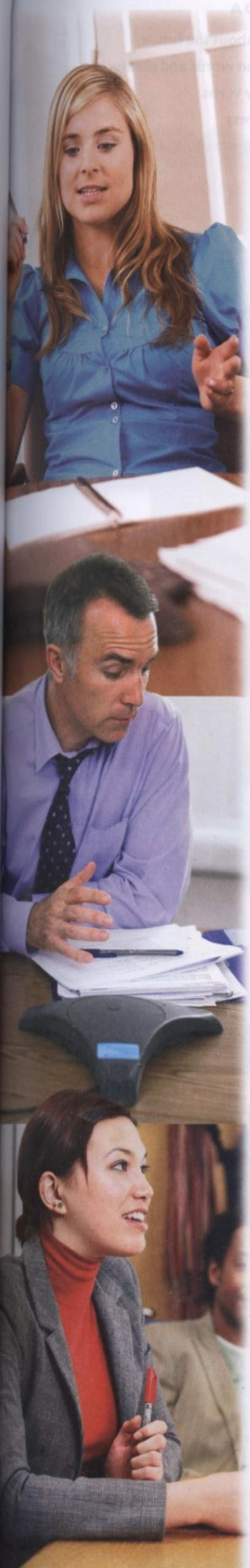
3.7 Listen and check your answers.

4 1 3.7 Listen again. Complete the sentences.

Pei Lin Bob, can I __________[1]? This is Pei Lin. __________[2] government sponsorship from some of the countries we're bringing over?
Bob __________[3]. I was just __________[4].
Pei Lin Oh, sorry.
Bob No, __________[5]. I'm not getting much joy at the moment, but I think it'll come. __________[6] a lot of organizations haven't set their budgets yet for next year. Some of the Asian government culture departments have already offered funding, so __________[7].
Diego OK, if I __________[8]. This is Diego. Great Bob. Thanks for that.

2 Which two phrases are used to interrupt and take over the conversation?





5

1 Which of these qualities do you think will be most important for the job of Tour Manager?

- experience of tour management in general
- experience of tour management with musicians
- knowledge of Latin American music
- experience with Latin American musicians and bands
- experience of working in Asia
- ability to speak Asian languages

2 🎧 **3.8** Listen to the conversation. Which qualities do the candidates have? Write the candidate's initials next to the qualities: KP for Kit Pietersen and FH for Frits Hunsel.

6 🎧 **3.8** Listen again.

1 Write down the four ways the characters identify themselves.

2 Match a–d in A with i–iv in B to make four ways of giving turns/asking for a response. The sentences are all from the dialogue.

A	B
a Pei Lin, tell	i the rest of you think?
b Diego, do you	ii your thoughts about that?
c What do	iii want to tell them about the shortlist?
d What are	iv us about the Tour Manager appointment.

7 🎧 **3.9** Listen to the phone-conference discussion about the regional organizers. Answer the questions.

1 For which countries is Aleks having problems finding a regional organizer?

2 What does Pei Lin offer to do?

3 What training and briefing is planned for the regional organizers?

4 Who is going to send out the minutes?

8 1 🎧 **3.9** Listen again. Complete the sentences.

Diego OK, let's ____________[1]. Aleks, would you ____________[2] about the regional organizers? You've already mentioned they're good quality.

Aleks That's right. I think we've got …

Bob ____________, ____________[3] Aleks. This is Bob. I can't hear what you're saying – there's a high-pitched noise going on.

Diego Bob, have you got your phone ____________[4]? Try taking it off, and just pick up ____________[5].

Bob Oh, ____________[6]. Sorry about that. Sorry Aleks, what ____________[7]?

Diego Right, I think that about ____________[8]. Has anyone else got ____________[9]? … No? OK. I'll get the ____________[10] of this sent out to you. Bob, ____________[11] in the draft budget proposal.

Bob Fine.

Diego And Aleks, the regional organizers list.

Aleks OK.

Diego I can send those out to you all at the same time. Pei Lin, ____________[12] to say anything?

Pei Lin No, just ____________[13] – I know it must be the middle of the night in Melbourne.

2 Which three phrases in the extracts are used for calling someone into the conversation.

9 Work in groups of four. Look at Information File 3.

UNIT 4 The Future

AGENDA

- Talking about the future
- Prediction words and phrases
- Auxiliary verbs
- Word stress
- Offering, accepting, and declining

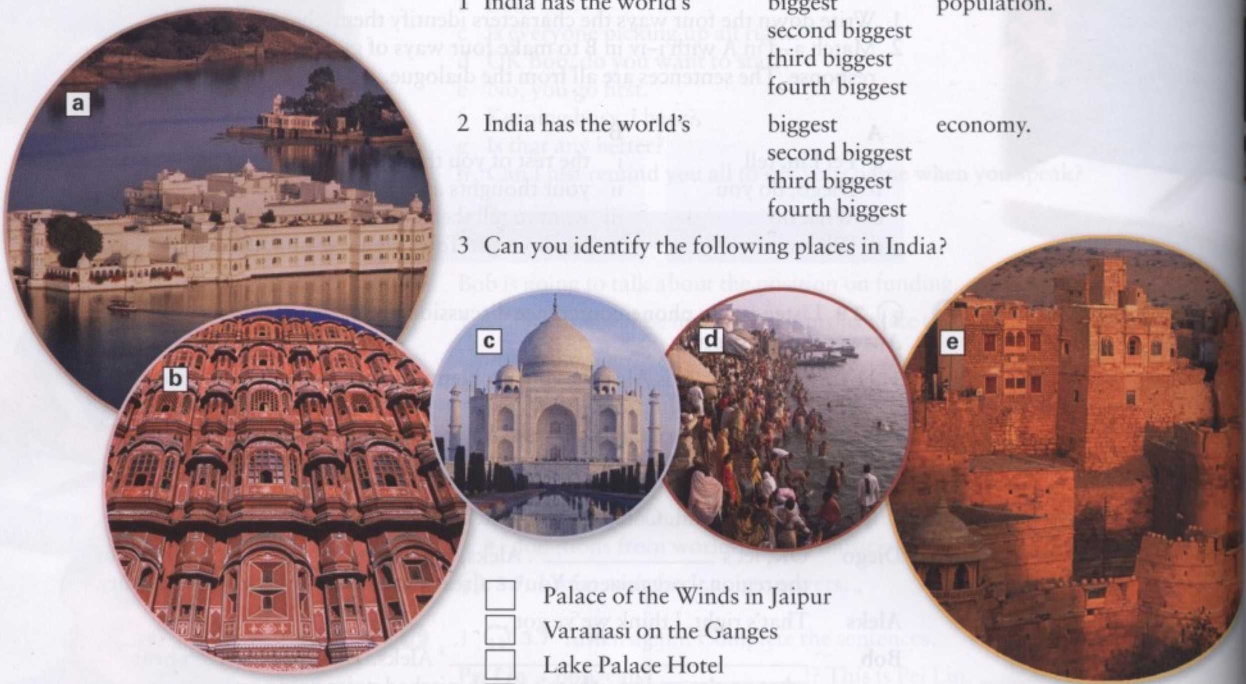
Language focus

1 Have you ever been to India? What do you know about it?

1 India has the world's biggest / second biggest / third biggest / fourth biggest population.

2 India has the world's biggest / second biggest / third biggest / fourth biggest economy.

3 Can you identify the following places in India?



- [ ] Palace of the Winds in Jaipur
- [ ] Varanasi on the Ganges
- [ ] Lake Palace Hotel
- [ ] Jaisalmer Fort
- [ ] Taj Mahal

4 India's economy is growing/declining rapidly/slowly.

5 The largest proportion of the population work in

- [ ] the service industry.
- [ ] agriculture.
- [ ] manufacturing.

6 More than 1 million people work in the IT industry.

- [ ] True
- [ ] False



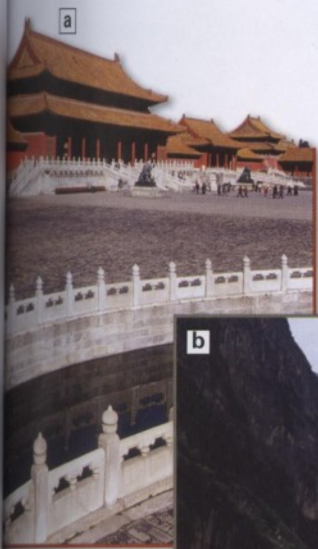




2 4.1 Listen to Chira Dhaliwal, a student at Mumbai University, talk about her future career. What does she say about the following?

1 her career
2 her salary
3 what she'll do with her money





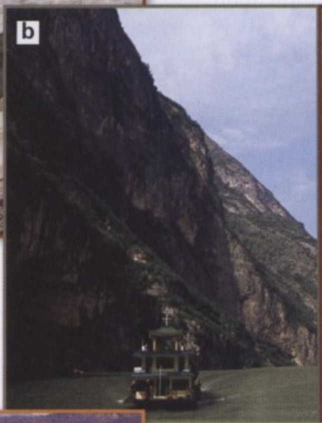


3 Work in pairs. What do you know about China?

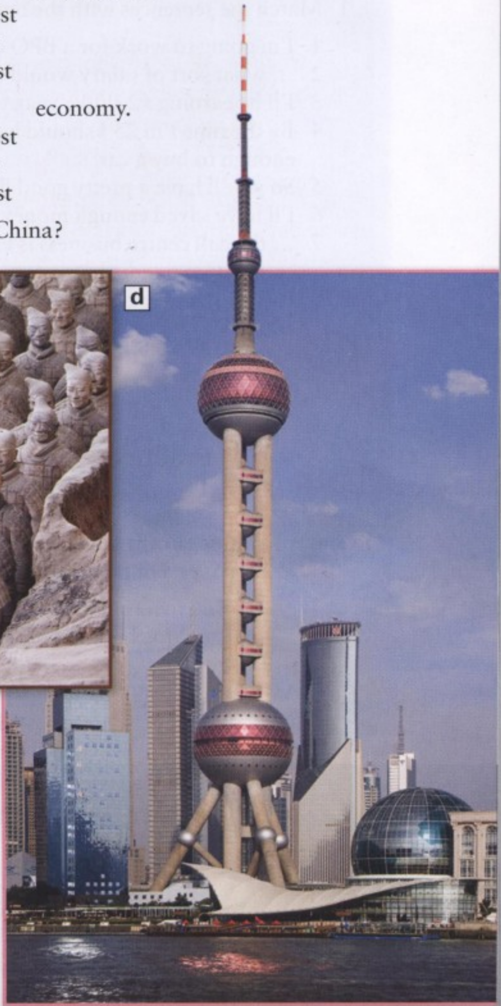
1 China has the world's biggest / second biggest / third biggest / fourth biggest population.

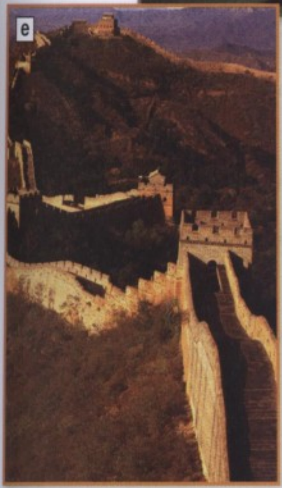
2 China has the world's biggest / second biggest / third biggest / fourth biggest economy.

3 Can you identify the following places in China?









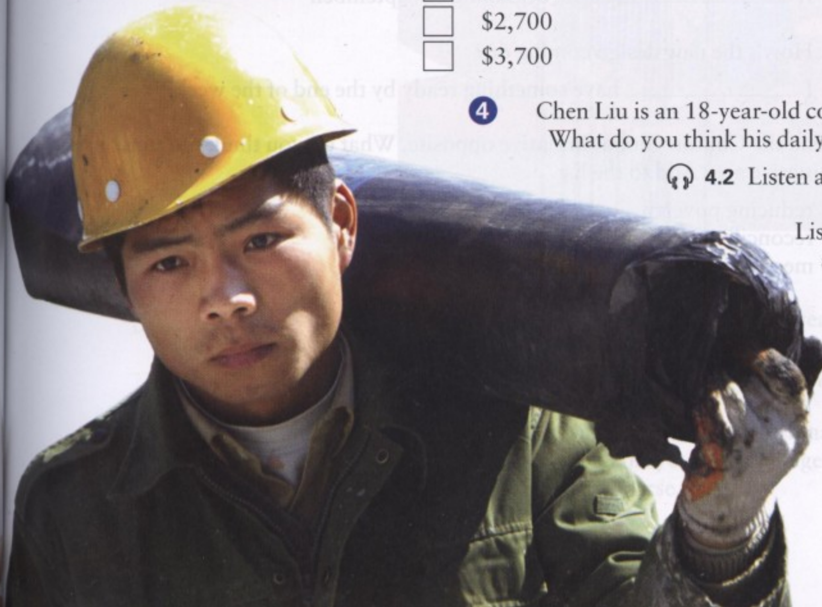
☐ Shanghai Oriental Pearl Tower
☐ The Forbidden City
☐ Yangtze River
☐ The Great Wall
☐ Xian

4 Life expectancy in China is about:

☐ 52 years
☐ 62 years
☐ 72 years
☐ 82 years

5 The per capita income in China is approximately:

☐ \$700
☐ \$1,700
☐ \$2,700
☐ \$3,700



4 Chen Liu is an 18-year-old construction worker in Shanghai. What do you think his daily life is like?

4.2 Listen and check your answers.

Listen again. What does Chen Liu say about the following:

1 his job?
2 his family?
3 his future?

Talking about the future

1 Match the sentences with the tenses.

1 I'm going to work for a BPO company.
2 … what sort of salary would that be?
3 I'll be earning £2,000 a year.
4 By the time I'm 25 I should have saved up enough to buy a car.
5 So you'll have a pretty good lifestyle.
6 I'll have saved enough money.
7 … the call centre business is expected to continue expanding.
8 Exams start next week.

a *would* + infinitive
b Present Simple
c *should* + Present Perfect
d *be going to* + infinitive
e *will* + infinitive
f *be + expected to* + infinitive
g Future Perfect
h Future Continuous

2 Which forms are used to talk about:

1 future plans?
2 speculation about the future?
3 predictions about the future?
4 a scheduled event?

Pocket Book p.5-7, 18

Practice

1 Complete the exchanges with a suitable verb phrase.

1 What ______________ when you retire?
I ______________ my grandchildren.

2 I hope to work in IT.
What sort of company ______________ ?
Somewhere like TechOne.

3 Do you think you ______________ salary?
Yes, by the time I ______________ enough to buy a car.

4 What ______________ your long-term plans?
I ______________ a CEO of a construction company.

5 What do you think you ______________ doing in five years' time?
I'll probably ______________ .

6 China's economy ______________ to grow rapidly.
By how much?
It ______________ overtaken the USA by 2015.

7 When ______________ the product launch?
It ______________ at the beginning of September.

8 How's the new design coming on?
I ______________ have something ready by the end of the week.

2 Read the Clinton Global Initiative opposite. What do you think the aims of the Initiative are? Add to the list.

- reducing poverty
- reconciling religious and ethnic conflicts
- meeting increased energy needs

The Clinton Global Initiative



The mission of the William J. Clinton Foundation, and the goal of this Initiative, is to increase the benefits and reduce the burdens of global interdependence; to make a world of more partners and fewer enemies; and to give more people the tools they need to build a better future.

The Clinton Global Initiative is a non-partisan endeavor, bringing together a carefully selected group of the world's best minds and most distinguished problem solvers to focus on practical, effective measures that can be taken now. These leaders – from a wide variety of political, ideological, religious, ethnic, and geographic backgrounds – include current and former heads of state, top business executives, pre-eminent scholars, and representatives of key non-governmental organizations.

3 Here are five initiatives on the CGI list. Imagine you are the organizers for one of these projects. Describe your plans and aims for the next five years.

- Sustainable Farm Orchards and Woodlots for Income Generation
- Mobilize $500 Million by 2010 to Benefit 50 Million People
- Adopt a Village in Kenya
- Enabling Strong & Sustainable Microenterprises
- International Bookshare.org



4 Work in pairs. Discuss the following.

1 Three things you are going to do this year.
2 Three things you will have done by 2020.
3 Three things you think will happen to Chira Dhaliwal and Chen Liu in the future.
4 Three predictions about India and China.
5 Three global problems you think will get better in the next five years and three things that will get worse.

Wordpower

Prediction words and phrases

1 Match phrases 1–5 with the meanings a–c.

1 on the verge of	a possible
2 on the cards	b likely to happen soon
3 on the brink of	c going to happen very soon
4 on the horizon	
5 on the point of	

Do you think the following are true?

1 We are on the verge of a global water crisis.
2 A cure for cancer is on the cards.
3 The ability to grow new synthetic body parts is on the horizon.
4 We are on the point of pushing CO_2 levels beyond the tipping point.
5 There are a lot more animals on the brink of extinction than we are aware of.

2 1 Put these adverbs in order of certainty.

is certain (to)	is unlikely (to)	is bound (to)
is likely (to)	is certain not (to)	is expected (to)

Work in pairs. Talk about how you see yourself in the future. For example:

I'm bound to become a millionaire.
I'm unlikely to live beyond 100.

2 Which qualifiers can we use with each adverb? Grade them from strongest to weakest.

pretty	absolutely	quite	very

Use the qualifiers with sentences from the previous activity. For example:

I'm absolutely bound to become a millionaire.
I'm quite unlikely to live beyond 100.

3 Fill in the gaps in the table with a verb, noun, or participle.

Verb	Noun	Participle
expect		expected
	prediction	
		anticipated
foresee		
	forecast	
project		

4 4.3 Listen to the report on the birth rate in Japan. Which of the words in the table in **3** can you hear?



4.3 Listen again and answer the questions.

1 What is happening to the birth rate in Japan?
2 Why are women less likely to have children?
3 What is the government considering doing?
4 What are the main effects of this trend likely to be?

Can you think of any other ways women might be encouraged to have more children or go back to work?

5 Work in a small group. Discuss what you think the future of your country is regarding:

a the birth rate
b the employment rate
c inflation

Will they go up or down?
What factors will affect the change?
What can the government do?
Is it a good or bad thing for the country?

6 Look at the chart of countries with a high rate of population growth. What do you think the problems of a country like the United Arab Emirates will be?

Rank	Country or area	Annual growth rate in %
1	United Arab Emirates	6.51
2	Qatar	5.86
3	Timor-Leste	5.42
4	Afghanistan	4.59
5	Eritrea	4.26

Skills focus ## Auxiliary verbs. Word stress

1 Answer the questions about auxiliary and modal verbs.

1 In what way are some negative forms irregular? Think about the form and the pronunciation.

be	I'm late, aren't I.	can	Can you hear? No, I can't.
do	Don't worry about it.	may	May I open the door? No, you may not.
will	He won't listen.	must	You mustn't say a word to anyone.

2 When do we not use the short form of *have*? For example:

It's gone.
It has to be in here somewhere.

3 How is *can* pronounced when it is the first word in a sentence and when it comes in the middle of a sentence? For example:

Can I come in?
I'm not sure if he can come.

Think of some more examples with other auxiliaries.

4 How does the pronunciation of these pronouns change when they are said with the short form of the auxiliary? For example:

You're late.
We're on time.
They're already here.

5 What happens to the vowel sound in the auxiliary verb after a *Wh-/How* question word?
Was he here?
What was he doing?

Think of some more examples.

2 You are going to hear a university lecturer answering questions from her students about the opportunities deriving from global warming in the Arctic.

1 Work in groups. Brainstorm what these 'opportunities' might be and decide which of the words in the box you might hear. Use your dictionary to check the meaning and usage of the words.

border	drill	environment	geologist	glacier	
iceberg	melt	resource	ship	species	tourism

2 Will the words in the box be used as nouns, adjectives, or verbs?

3 Decide if the sentences are likely to be true or false.

	T	F
1 The Arctic has significant quantities of oil and gas.	☐	☐
2 Oil prices are likely to go up and down more frequently.	☐	☐
3 Existing towns in the Arctic will grow and probably be used by shipping.	☐	☐
4 The basic shipping routes will remain the same.	☐	☐
5 Ships will not be able to deal with all the floating ice from melting icebergs.	☐	☐
6 Fish will move to different areas of the ocean.	☐	☐
7 The nations touching the Arctic are happy with the present borders.	☐	☐



4 4.4 Listen and check your answers.

5 1 4.5 Look at these words from the listening. Underline the stressed syllable. Then listen and check.

1 industry, industrialized
2 certain, maintain
3 permanent, percentage
4 supply, supplemented
5 environment, environmental
6 very, discovery
7 problems, produce
8 stable, stability
9 economy, economic
10 quarter, terrible

6 Complete the words in the text below with the appropriate endings. Read the text aloud using the correct stress for the completed words.

Switzerland

Switzerland enjoys both econ______ and environm______ stability. The econ______ is one of the most stable in the world, and the environm______ one of the most envied. Indust______ and finan______ are vital to Swiss livelihood. The industr______ sector includes textiles, chemicals, and machinery. Banking is the most important financ______ service but it has been increasingly depend______ on foreign inv______. Despite this growing depend______, Switzerland is still one of the most secure places to inv______ money. However, certain environm______ problems related to global warming, in particular, shorter, warmer winters, have adversely affected the skiing business.

7 Work in groups. Discuss these questions.

Are winter and summer temperatures changing in your country?
What do you think will be the short and long term effects of these climate changes?

Focus on functions

Offering, accepting, and declining

1 **4.6** In the London office of IntEx, Diego has a problem with the e-learning course he is running. Listen to his phone call to Lars Richter, one of the trainers he uses.

1 What is the title of the e-training course?
2 Which session is Diego having a problem with?
3 Why is it a particular problem?
4 How does Lars help?

2 Look at the phrases from the dialogue. For each one, decide if it is:

a making an offer
b accepting an offer
c rejecting an offer

Would you like to coordinate the session on cultural awareness?
It's yours if you want it.
It's very nice of you to ask, but it's not really my thing.
I could give her a call, if you want.
That'd be great.
Shall I give you her email as well?
Please.
I don't think I need that right now, thanks.
I'll buy you a drink some time.
OK, I'll hold you to that.

3 **4.7** Diego and Pei Lin are chatting over coffee. Listen to the conversation.



1 How has Diego solved his problem? What still remains to be done?
2 What problem does Pei Lin have? What has she decided to do about it?

4 **4.7** Listen to the conversation again. Complete the table.

Subject	Offer	Response	Accept ✓ Reject ✗
milk	Would you like some milk?	Thanks.	✓
seminar	I could do it ____		
interview	____ on the interview ____		
CV	____ email her CV to you?		
Australia	____ go out for you?		
Frits	____ his availability ____		

5 Read the extracts from various emails and letters below.

1 Match each extract with a description.
2 Decide whether they are formal or informal.
3 Find the phrases used to make, accept, and reject offers.

a I am writing to offer you the position of Trainer on our e-training course in Events Management.

b Thanks for the offer to come out to look at venues and meet the guys in Australia, but I think I'm going to have to say no – two weeks is just too long to spare at the moment.

c *Just to confirm what we said on the phone: I'd like to offer you the job of e-trainer on* one of the Events Management sessions (and possibly more). Of course, it's subject to references.

d I'm going out to Australia and Asia for a couple of weeks to help with venues for the tour. I'd like to offer you the opportunity to come along and see how things are going to operate out there …

e Thanks. It was nice to speak to you too. Yes, I'm definitely keen on the position. Shall I come in to visit you?

f How about if we keep it to just one week? We'll make all the travel arrangements for you, if that's any help.

g Many thanks for your kind offer of the training position. I am pleased to accept, and …

h OK, one week is cool. I'm up for it.

Pocket Book p. 28

Diego provisionally offering the e-training job to Naomi.
Naomi expressing she wants to accept the offer.
Diego officially offering the e-training job.
Naomi officially accepting the job.
Pei Lin offering Frits the chance to come out to Australia and Asia.
Frits rejecting the offer.
Pei Lin making a revised offer.
Frits accepting the revised offer.

6 Work in pairs. Look at the list of offers that might be made to a work colleague.

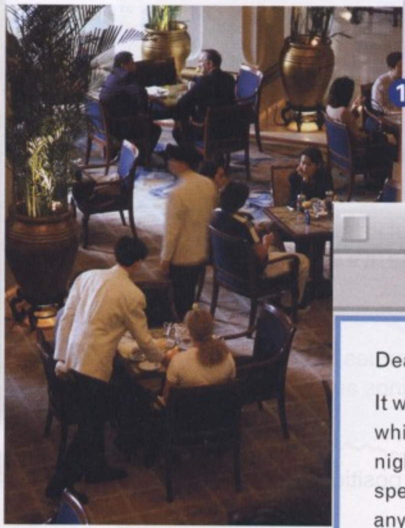
- Help with a technical computer problem.
- Have a piece of cake with your coffee.
- Give a lift home.
- Help with writing a report in English.
- Be involved in a new work project.
- Go on a weekend training course or team-building event.
- Talk to your line manager on your behalf about a personal problem.

1 For each one think of reasons to reject and reasons to accept the offer.
2 Think of two more offers of your own.
3 Role-play some of the situations.

REVIEW UNIT B

▼ AGENDA

- ▶ Grammar 1–2
- ▶ Skills focus 3
- ▶ Focus on functions 4–5
- ▶ Vocabulary 6



This unit reviews all the main language points from Units 3 and 4. Complete the exercises, using the Pocket Book for the areas that you need to review.

1 Articles

Complete the email inserting the definite article (*the*) or indefinite article (*a, an*) where necessary.

Subject: Hong Kong

Dear Diego

It was good to talk last week. I have just arrived in Hong Kong and it is taking me ______ [1] while to used to ______ [2] time difference – I keep waking up in ______ [3] middle of ______ [4] night! Many years ago I used to live here so I know my way around and fortunately I can speak ______ [5] Chinese although about ______ [6] 50% of people here speak English anyway. I had ______ [7] lunch yesterday at one of ______ [8] best restaurants in ______ [9] town with some old friends, ______ [10] theatre manager and ______ [11] dancer. It was quite embarrassing because I am not used to using ______ [12] chopsticks any more and I kept dropping my food.

Anyway ______ [13] reason I am writing to you is ...

2 Talking about the future

Work in pairs. Look at the sentences. Decide if the tense or tenses in brackets are possible and if it would change the meaning.

1 By this time next year I will have been here for ten years. (*will*)
2 If you need a lift to the airport, I'll be going there anyway. (*will*)
3 He won't come. (Future Continuous)
4 Will you be coming to the party? (*will*, Present Continuous)
5 I'm letting some journalists see the prototype of the car tomorrow. (*will/be going to*)
6 I'll tell her tomorrow. (*Be going to*)
7 In a week I'll be lying on beach in Jamaica. (Present continuous, *will*)
8 I don't know if I'll arrive on time. (Present Continuous)

3 Linking words

Choose the best word or phrase to complete the sentences.

Whereas/Actually[1] there are many good arguments for using a simplified form of English, *e.g./i.e.*[2] an English with a reduced vocabulary and simpler grammar.

Although/Since[3] many non-native speakers would like to speak excellent English, and many do (*e.g. /i.e.*[4] the Scandinavians and Dutch), most non-native speakers actually use English to communicate with other non-native speakers. *Despite this/Thus*[5] a more elementary type of English would seem to make more sense to enable such people to communicate *even if/despite*[6] their command of the language is quite elementary.

Consequently/However[7] many native speakers might see this as a kind of degeneration of their language. *And another thing/Despite this*[8] I am convinced this is a sacrifice worth making in our quest to facilitate communication around the world.

4 Phone conference

come in move on very faint This is finishes picking up anything they want to add This is Bob again thoughts about that

1 In a phone conference, what do you say in these situations? Complete the sentences with the words in the box on the left.

a Check whether everyone can hear.
Is everyone ________________ all right?

b Say that you can hardly hear someone.
You sound ________________ .

c Identify who you are for the first time.
________________ Bob.

d Identify who you are the second/third time.
____

e Ask someone's opinion.
What are your ________________ ?

f Intervene.
Can I just ________________ here?

g Pass to the next point in the agenda.
Let's ________________ .

h Say that the conference is nearly over.
Right. I think that about ________________ it.

i Check if someone has additional comments.
Has anyone else ________________ ?

2 Work in groups of three or four. Simulate a phone conference to decide about next year's English lessons. Talk about:

time	number of hours per week	location
exam preparation (if any)	size of class	

5 Offering, accepting, and declining

1 Work in pairs. Role-play the following two situations.

	Person A	Person B
1	ask B to do a job for you	decline, offer to call a friend to help instead
2	invite B to go to the cinema to see the latest sci-fi movie	decline, don't like sci-fi, offer to go for a meal instead

2 Now change roles and role-play the following two situations.

	Person B	Person A
1	offer A a managerial position in your company	accept
2	offer to help A arrange a meeting	decline, it's your responsibility

3 Write definitions to explain the following phrases.

I'll hold you to that.	Cheers.	Better still …
It's not really my thing.	I could do it if you're really stuck.	He's pulled out.

6 Vocabulary

1 Insert the correct preposition (*sb* = somebody, *sth* = something). If no preposition is required, leave a blank.

answer ____ sb ____ sth, argue ____ sb ____ sth, chat ____ sb ____ sth,
discuss ____ sth ____ sb, tell ____ sb ____ sth, speak ____ sb ____ sth.

UNIT 5
Challenges

AGENDA
- Narrative tenses
- Challenge vocabulary
- Prefixes 2
- *Heart* idioms
- Being concise
- Chairing a meeting

Language focus

1 Which of these do you think are the most impressive feats of human endurance? Why do people attempt these kinds of challenges?

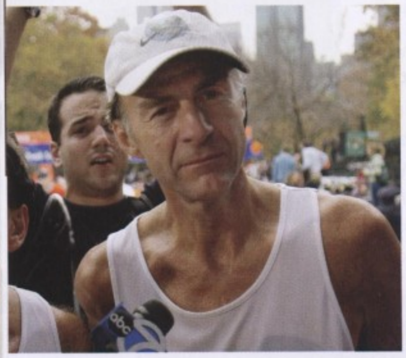
a Tanya Streeter, world champion freediver, who can hold her breath under water for more than six minutes and dive more than 170 metres without the aid of artificial breathing gear.

b Ed Viesturs, one of the world's leading high-altitude mountain climbers, who is attempting to scale the fourteen highest peaks without the use of supplementary oxygen.

c Sir Ranulph Fiennes who, at the age of 59, completed seven marathons in seven continents in seven days.

d Sonya Thomas, a champion competitive eater, who once ate 167 chicken wings in 32 minutes.

e Pen Hadow, polar explorer, who was the first man to walk alone without outside help from Canada to the North Pole, a journey of 478 miles.



2 Read about Sir Ranulph Fiennes' *7x7x7* challenge.

1 Identify the places on the map where he ran the marathons.
2 In which place did he nearly give up?
3 What vital piece of equipment did he take – and why?
4 Why did he do the *7x7x7*?

Fiennes relishes marathon feat

British adventurer Sir Ranulph Fiennes has told of his joy at completing seven marathons on seven continents in seven days.

The 59-year-old said the Singapore run in tropical heat had nearly broken him because of the difficulty of continuing in the humidity and pollution. But he and his fellow runner Dr Michael Stroud went on to complete the challenge to run 183 miles in just a week.

Sir Ranulph told reporters in London on Monday it had been 'absolutely wonderful' to finish. He ended his marathons with a race in New York which he finished in five hours and 25 minutes on Sunday at 2030 GMT. The pair had already completed runs in Santiago, Chile, the Falkland Islands, Sydney, Singapore, London, and Cairo.

But Sir Ranulph recalled how the Singapore marathon had stretched him almost to breaking point. He said: "I hit the pavement and nearly fainted at the end. I felt completely knackered and not able to do another one." Dr Stroud walked much of the way after suffering a stomach upset.

Sir Ranulph's personal achievement was all the more remarkable given the punishing jet lag he must have suffered after arriving in a city almost a full working day behind the Middle Eastern time zone.

He said he would like to drink hot chocolate and eat chicken masala. "Anything without cholesterol in it," added the veteran adventurer who recently underwent heart surgery – and who was raising money for a heart charity.

Sir Ranulph had fought back from a heart attack and a double heart bypass operation to carry out his latest test of endurance. The pair had also been running with a defibrillator to safeguard Sir Ranulph's health.

All money raised from the Land Rover 7x7x7 Challenge will be given to the British Heart Foundation. They hope to raise a six-figure sum.

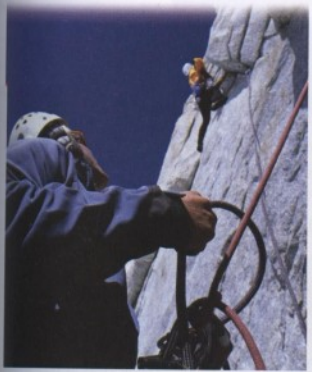


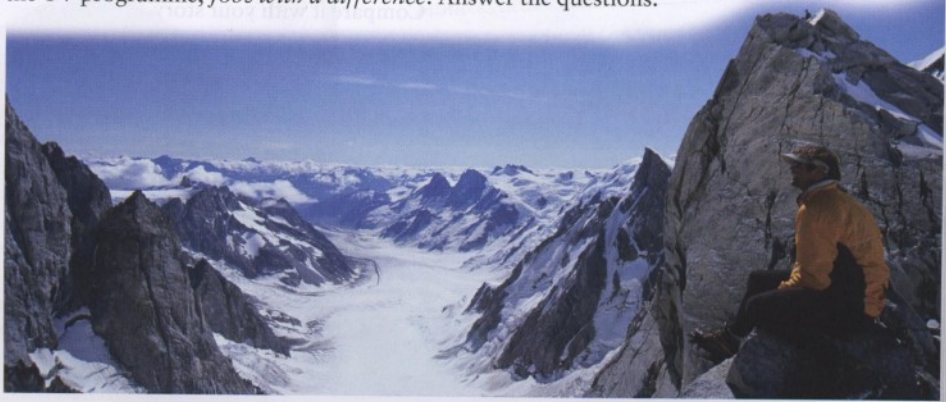
3 Read the article again and write questions for these answers.

Example 59 – *How old was Sir Ranulph when he ran the marathons?*

1 183 miles.
2 Five hours and twenty-five minutes.
3 Santiago, the Falkland Islands, Sydney, Singapore, London, and Cairo.
4 A heart charity.
5 A heart attack and a double heart bypass.
6 A six-figure sum.

4 **5.1** Look at the pictures. What do you think Jimmy Chin's job is? Listen to the TV programme, *Jobs with a difference*. Answer the questions.





1 What is Jimmy Chin's job?
2 How did he get started?
3 When did he get his 'big break'?
4 In which magazines has he and his work appeared?
5 Why does he do his job?

5 **5.1** Listen again and put these seven events in Jimmy Chin's career in order.

a went on a number of short climbs and expeditions
b climbed El Capitán
c had to learn how to shoot video
d appeared in several magazines
e was called in to replace a photographer who dropped out of an expedition to Tibet
f took a photo of his partner Brady sleeping
g climbed in the Karakoram Range in Pakistan (and sold photos)

Narrative tenses: Past Simple, Past Continuous, Past Perfect Simple, Past Perfect Continuous

Underline the past tense forms in these sentences.

a The date was 1999: he had already been on a number of short climbs and expeditions and he was training in California's Yosemite Valley for an expedition to Pakistan's Karakoram Range.
b He took a photo of Brady while he was sleeping in his bag next to all the gear they had left lying around their camp the previous night.
c Before that point he had only been taking photographs almost as a hobby, although he had made a bit of money out of it.
d On the plane over while everyone else was reading their novels, Chin was frantically reading the instruction manual to the XL1 camera.

Match the underlined past tense forms with the correct narrative tense.

Which past tense form do we use in the following cases?

1 an event in progress at a particular time in the past
2 a past action or situation that happened earlier than another past action or situation
3 a longer action or situation that began at one point in the past and continued until a more recent point in the past.

Why is the same tense used in both clauses of sentence d?
Where are adverbs placed in the sentences?

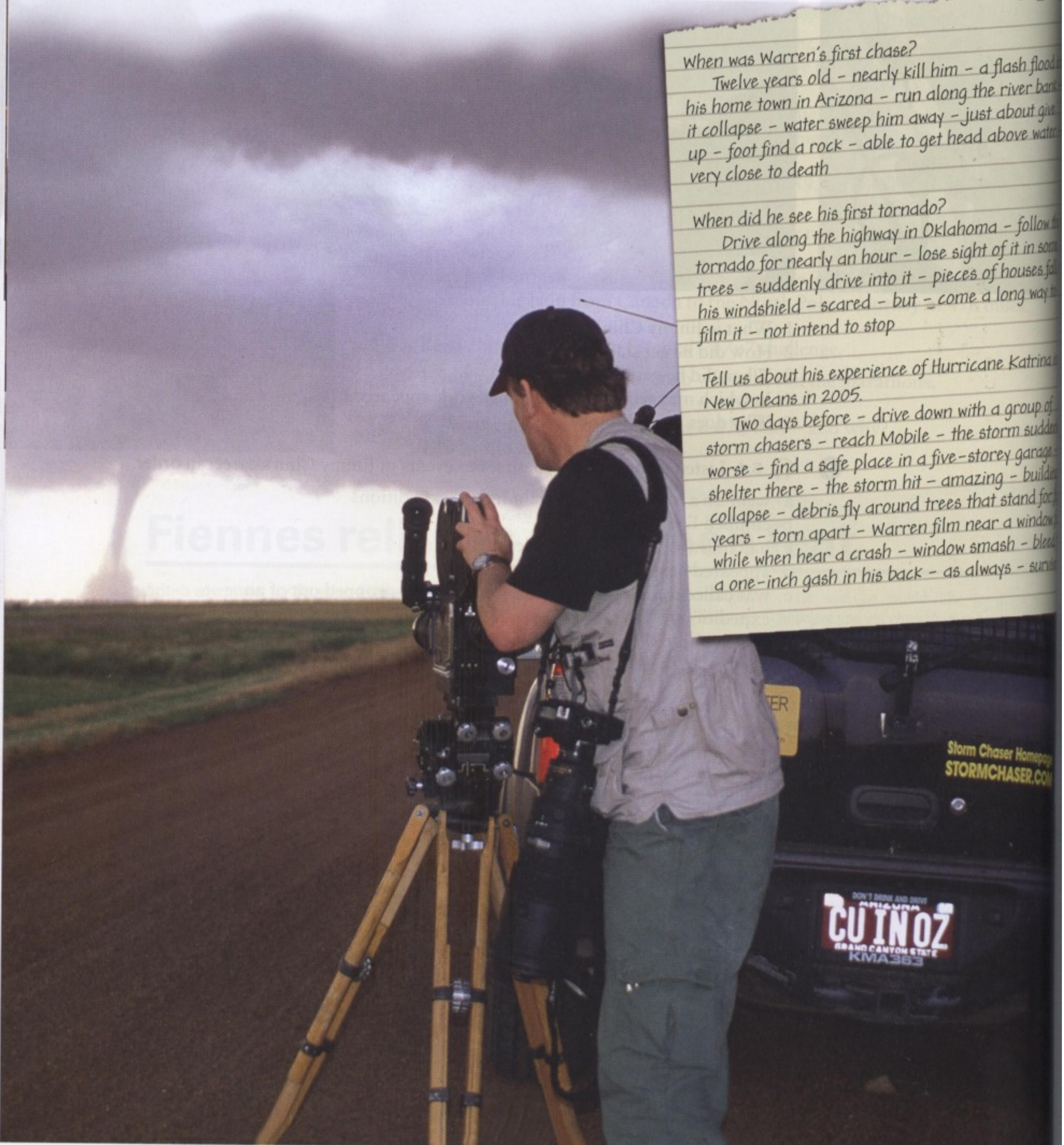
Pocket Book p.11-13

Practice

1. Which other professions can you think of that involve extreme challenges? Wh sort of challenges do they involve?

2. What is a 'storm chaser'? Warren Faidley is an award-winning photojournalist and cinematographer. He is a world expert on extreme weather and well-known storm chaser – he has been called 'the Cyclone Cowboy'. He has experienced many severe tornados and hurricanes, such as Hurricane Katrina, which struck the south coast of the USA in 2005.

   1 Read the notes below and try to reconstruct the story. Put the verbs in the correct tense.
   2 🎧 **5.2** Listen to the extract from the report on *Jobs with a difference*. Compare it with your story.



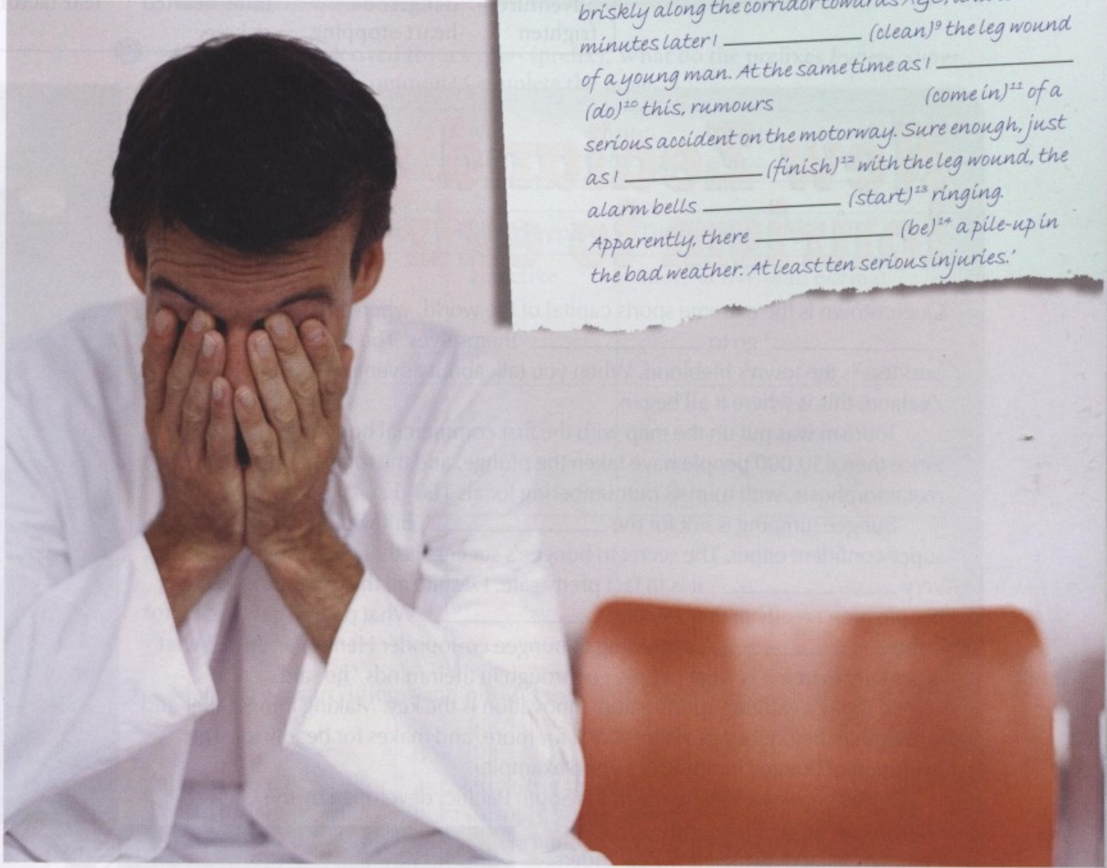
When was Warren's first chase?
Twelve years old – nearly kill him – a flash flood his home town in Arizona – run along the river bank it collapse – water sweep him away – just about give up – foot find a rock – able to get head above water very close to death

When did he see his first tornado?
Drive along the highway in Oklahoma – follow tornado for nearly an hour – lose sight of it in some trees – suddenly drive into it – pieces of houses fa his windshield – scared – but – come a long way to film it – not intend to stop

Tell us about his experience of Hurricane Katrina New Orleans in 2005.
Two days before – drive down with a group of storm chasers – reach Mobile – the storm sudden worse – find a safe place in a five-storey garage shelter there – the storm hit – amazing – buildin collapse – debris fly around trees that stand for years – torn apart – Warren film near a window while when hear a crash – window smash – bleed a one-inch gash in his back – as always – surviv

3 What sort of conditions do junior doctors in hospitals have to work under? Read this extract from the diary of an 'A&E' (Accident and Emergency) doctor. Complete the sentences by putting the verb in brackets into the correct tense.

'Last night ________ (be)[1] horrendously busy. I ________ (do)[2] the long forty-eight-hour 'on-call' shift. I ________ (work)[3] for twenty-four hours without a break, when my bleeper ________ (go off)[4] for a third time. I ________ (only have)[5] three hours' sleep in the previous 48 hours, so I ________ (need)[6] two cups of strong coffee. It ________ (work)[7]: within fifteen minutes I ________ (walk)[8] briskly along the corridor towards A&E, and ten minutes later I ________ (clean)[9] the leg wound of a young man. At the same time as I ________ (do)[10] this, rumours ________ (come in)[11] of a serious accident on the motorway. Sure enough, just as I ________ (finish)[12] with the leg wound, the alarm bells ________ (start)[13] ringing. Apparently, there ________ (be)[14] a pile-up in the bad weather. At least ten serious injuries.'



4 1 Work in groups. Which of these working situations do you think is the most extreme?

- working as a junior doctor on a forty-eight-hour shift ('on call')
- staying up all night to prepare a presentation for important clients
- fixing a broken gas pipeline (or burning oil rig) sixty metres under the sea
- a seven-day world tour to meet clients and promote a forthcoming product launch
- filming a major disaster for a TV company

2 Have you done anything similar in your line of work?

- What's the longest you've worked without a break of more than an hour?
- What's the furthest you've had to travel in a week?
- What are the most extreme weather conditions you've had to work in?
- What's the most daring or dangerous activity you've done?

5 Work in pairs or groups. Think of a story for *Jobs with a difference* which involves working in extreme conditions. Think about extreme weather (e.g. snow storms), extreme physical conditions (e.g. in the jungle), and extreme tasks (e.g. working on top of a skyscraper). You can use your own experience or invent a story using one of the examples above. Take turns to narrate your story.

Wordpower

Challenge vocabulary. Prefixes 2. *Heart* idioms

1

1 Work in pairs. What do you know about the 'extreme sports' in the photos below? Have you, or anyone you know, ever done any of them? Would you consider doing them?

2 Do you know of any similar adventure or extreme sports?

2

1 Read the article about bungee jumping. Complete the sentences with one of the following words or phrases.

adventure	dangerous	faint-hearted	fear factor	fearless
frighten	heart-stopping	risks		

New Zealand pushes tourism to extremes

Queenstown is the extreme sports capital of the world, where the ____________[1] go to ____________[2] themselves. The ____________[3] business is the town's lifeblood. When you talk about adventure tourism in New Zealand, this is where it all began.

Tourism was put on the map with the first commercial bungee jump in 1988. Since then 450,000 people have taken the plunge, and the town has undergone a metamorphosis, with tourists outnumbering locals 100–1.

Bungee jumping is not for the ____________[4], but you don't have to be super-confident either. The secret to bungee's success is that even though it looks very ____________[5], it is in fact pretty safe. Despite all the hype about danger, people aren't really taking any big ____________[6]. What people pay US$85 for is the ____________[7], according to bungee co-founder Henry Van Ash. 'What is actually extreme is what people go through in their minds,' he said.

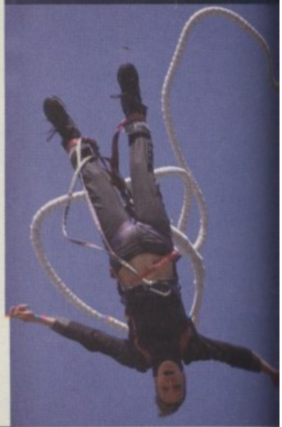
In today's extreme sports game, innovation is the key. Making things taller and scarier than before brings visitors back for more, and makes for headlines. The evolution of bungee jumping is a good example.

It was born as a fertility rite in the South Pacific, developed by the Oxford Dangerous Sports Club, and commercialized by the New Zealanders. From the original bridge jump of 1988, there's now a ____________[8] parasail version. It's 180 metres up and straight down, in a two-man seat beneath a giant parasail.



There's a joke in the bungee trade: business, they say, is up and down. Whatever the truth in that, it's certainly brought in the mega-bucks.







5.3 Listen and check your answers.

2 Correct these sentences about bungee jumping.

a More than half a million bungee jumps have taken place since the first one in 1988.
b Bungee jumping is more dangerous than it looks.
c In the business of extreme sports it is important to be traditional.
d Bungee jumping started as a sports activity.
e The business of bungee jumping has made very little money.

'Despite all the hype about danger …'

hype *noun* (informal, disapproving) advertisements and discussion on television, radio, etc telling the public about a product and about how good or important it is.

hype *verb* (informal, disapproving) to advertise sth a lot and exaggerate its good qualities in order to get a lot of public attention for it.

3 *Hype* (noun) is derived from *hyper-* (prefix). What do the prefixes *hyper-*, *super-*, and *mega-* have in common? Complete the table.

active human power tension phone market byte sensitive ventilate hero sonic bucks

	Collocate	Word type	Definition
Hyper-	active	adjective	more active than normal
Super-			
Mega-			

4 Match the 'heart' idioms and phrases in A with the definitions in B.

A

1 faint-hearted
2 heart-stopping
3 heart attack
4 heart surgery
5 by heart
6 heartbroken
7 to set your heart on something
8 to miss a heart beat

B

a exciting/frightening
b to use only your memory
c to have a sudden feeling of fear or excitement
d to want something very much
e unwilling to try anything new or adventurous
f a feeling of extreme sadness
g a medical operation to improve the function of heart
h sudden serious medical condition in which the heart stops working normally

5 Complete these sentences with a suitable heart expression.

1 He was rushed to hospital after having a ______________.
2 He ran the marathon despite having just recovered from ______________.
3 When you stand at the top of the platform waiting to jump, your heart ______________.
4 Bungee jumping is not for the ______________.
5 He was ______________ after someone stole his iPod.
6 She had ______________ on doing a bungee jump on her birthday.
7 She knew all her friends' phone numbers ______________.
8 There was a ______________ moment when the skydivers' parachute failed to open.

Skills focus

Being concise

1 How long is the longest possible sentence? This is a part of a 516-word sentence in a legal contract. What do you think it is about?

> 'In the event that the Purchaser defaults in the payment of any instalment of purchase price, taxes, insurance, interest, or the annual charge described elsewhere herein, or shall default in the performance of any other obligations set forth in this Contract, the Seller may: at his option: (a) Declare immediately due and payable the entire unpaid balance …'

2 1 Here are some rules for writing concise English. Match the rules to the examples. How many words are saved in each case?

1 Cut out unnecessary clauses.
2 Cut out what the reader already knows.
3 Use bullet points.
4 Cut out words which do not add to the meaning.
5 Use the noun as a modifier.
6 Use the active form.
7 Use a more precise word.
8 Avoid fillers that we usually use in speech.

a The sport that people find most challenging is BASE jumping.
BASE jumping is the most challenging sport.
b Material which is lightweight is best.
Lightweight material is best.
c Thank you for your letter in which you ask several questions about our activities.
Thank you for your letter of (date).
d We have got courses for young people, other courses for adults, and special courses for people over 60.
We have courses for:
- young people
- adults
- people over 60

e It was a terrible tragedy.
It was a tragedy.
f Bungee ropes are made of elastic material.
Bungee ropes are elastic.
g The shop sold items that did not come under any particular category.
The shop sold miscellaneous items.
h So basically it was like not very good.
It was bad.
i The calculation of the risk …
Risk calculation …
j All the equipment was checked by the staff before a jump.
The staff checked all the equipment before a jump.

In the last example, when might you want to keep the passive?

2 You can also use charts and diagrams, especially if you dealing with a lot of information. What sort of chart would you use to illustrate:

- changes over a period of time, for example, six months' sales figures?
- percentages out of 100, for example, what proportion of tax the government receives from income, fuel, VAT, etc.?

3 There are ways to make the writing process more efficient. Can you add to this list?

- First, plan what you are going to write.
- Ask yourself: what does the reader know? what does the reader want or need to know?
- Write your first draft.

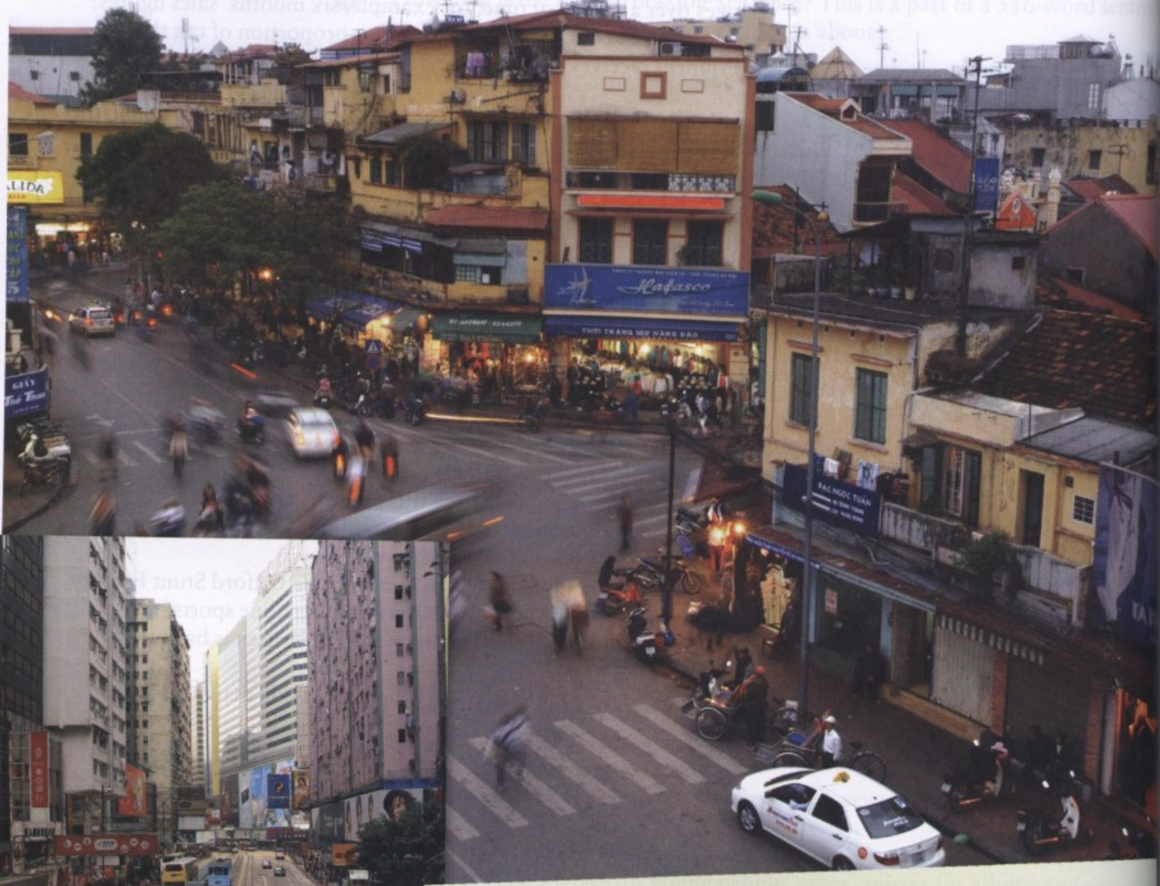
Practice

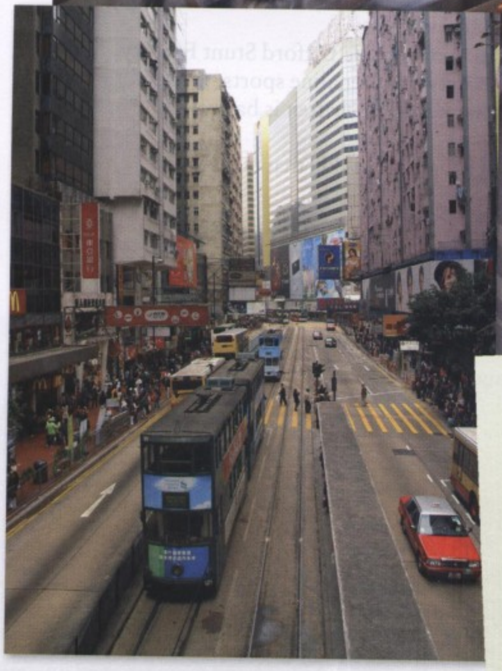
1 Rewrite these sentences to make them more concise.

1 It is necessary that you take every precaution when preparing to bungee jump.
2 In figure 3 you can see that there are three lines which show …
3 What are your future plans?
4 The beating of the heart can be measured …
5 An examination of the accident area was made by the police.
6 He never thought about where to jump but jumped anywhere at random.
7 It's not impossible that he could have done it.
8 The Oxford Stunt Factory is based in Oxford. The Oxford Stunt Factory started in the 1980s. It organizes a variety of adrenaline sports.
9 Helping the reader to understand what has been written is basically pretty important.
10 Achieving a high level of precision when writing is a skill that takes time to acquire.



Focus on functions **Chairing a meeting**





Agenda

1 Welcome. Introduce Frits Hunsel.

2 Venues for concerts.

3 Costs – draft budget, ways of reducing expenditure.

4 Cultural arrangements – entertainment and events.

1 **5.4** Pei Lin and Frits (the Tour Manager) have flown out to Asia and are meeting Bob and Aleks in a Hong Kong hotel to discuss the latest developments in the *Latin Goes East* project. Listen to the three extracts. Are the statements true or false?

		T	F
1	Frits thought that Vietnam was very interesting.	☐	☐
2	There is still a problem with finding suitable venues in Vietnam and Hong Kong.	☐	☐
3	Bob is worried about the rising costs of the project.	☐	☐
4	Frits thinks the proposed accommodation for the band is of an unnecessarily high standard.	☐	☐
5	Aleks is negotiating with another transport company for a better deal.	☐	☐
6	The itinerary still needs to be finalized.	☐	☐

2 1 Match the sentences from the meeting with the descriptions a–f. Then fill in the gaps.

1 OK, let's leave it there.
2 So that deals with the question of ______________.
3 To sum up, we've ______________ ______________ the problem of the remaining venues, we've …
4 You'll see that I've highlighted some of the items which ______________ ______________ ______________.
5 Thank you all for your contributions.
6 OK, if we could start by looking at the first item on the agenda: ______________ venues.
7 Now, you've got a detailed ______________ ______________ in front of you, which I hope you've all had a chance to look at.
8 Pei Lin, perhaps you could give a brief report on this?
9 Unless anyone has any other business … I think we can bring things to a close.
10 I'm very conscious of time, so I wanted to move on to the next item on the agenda …
11 I'd like to start by ______________ ______________ Frits.
12 Right, so, moving on. The next item is ______________.
13 I have to say I think it's been a very useful meeting.
14 If you could just look at ______________ and ______________ in particular.
15 Has anyone got any thoughts?

a introducing and starting a meeting
b closing a meeting
c closing a point
d introducing the next point
e asking for someone to comment
f referring to a document

Pocket Book p.22

2 Which order do you think they will come in?

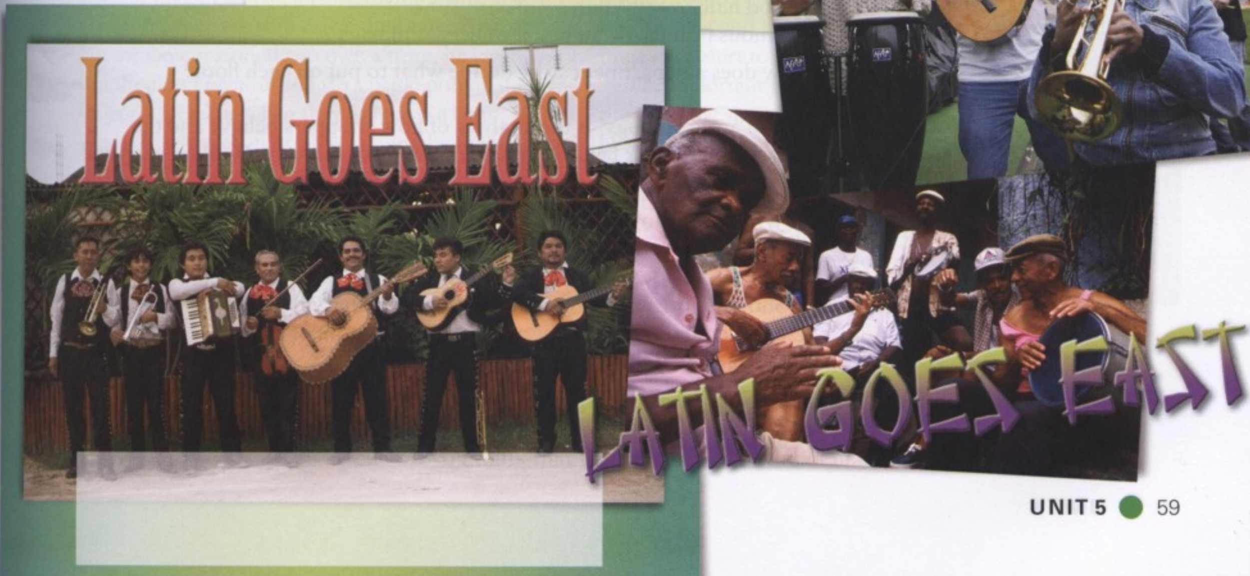
3 5.4 Listen again to the three extracts from the meeting. Check your answers to **2**.

4 Work in groups of three. Discuss points 5 and 6 on the agenda below.

Student A: You are chairing the meeting. Look at Information File 4.
Student B: You are one of the project organizers. You have information about the itinerary. Look at Information File 8.
Student C: You are the regional organizer for Japan. Look at Information File 7.

5 Final dates for itinerary
6 Publicity leaflet – design, slogans
7 AOB





UNIT 6
Psychology

AGENDA
- Modal verbs: obligation, necessity, and permission
- Modal verbs: speculating, expressing certainty and possibility
- Psychological and emotional traits
- Word building 2
- Discriminating sounds
- Active listening
- Making arrangements

Language focus

1 Can you match the names with the places?

Harrods, London	Lafayette, Paris	Macy's, New York
Mitsukoshi, Tokyo	KLCC shopping plaza, Kuala Lumpur	



2 Where would you normally find the following in a department store?

- women's clothes
- restaurants
- cosmetics
- furniture
- food hall
- famous brands – watches, jewellery, and bags

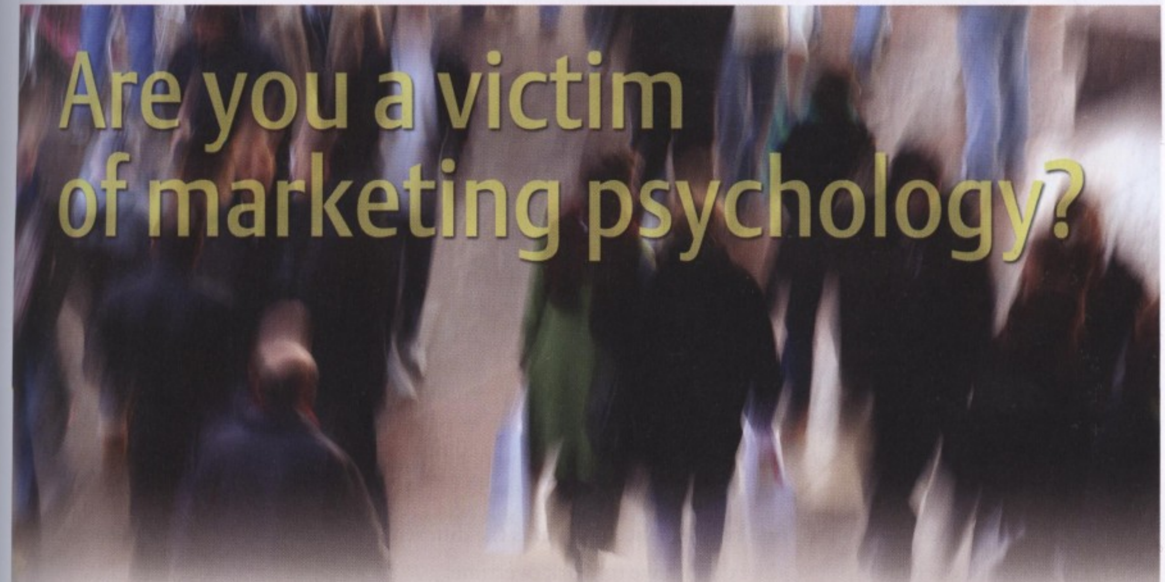
How does a department store decide what to put on each floor?

3 'Retail anthropology' is the analysis of how shoppers behave and the consequences their behaviour has for the retail industry. Work in pairs and discuss the questions.

1 Which way do most shoppers go when they enter a store – left, right, or straight on?
2 Is it a good idea to have your store next to a bank?
3 Should more expensive items be in narrow or wide aisles?
4 Should famous brands be at the front of a store or at the back?
5 What do you think these terms mean?

Transition Zone	Invariant Right Rule
Signature items	Butt Brush Factor

4 Read the article below and check your answers.



Are you a victim of marketing psychology?

These days we're all supposed to be independent free-thinking individuals, but when it comes to *shopping is this really the case?*

In the 1970s, the American Paco Underhill created the field of 'retail anthropology', using empirical and video observation to analyse how *shoppers* behaved and what worked or didn't work in stores throughout the US. His findings showed that we all tend to behave in certain ways.

Americans walk the way they drive. So when they stroll down shopping malls they keep to the right. This is why in a well-designed airport, travellers drifting toward their gate will always find the fast-food restaurants on their left and the gift shops on their right: people will readily cross a line of pedestrian traffic to satisfy their hunger but rarely to make an impulse buy of a T-shirt or magazine.

This is also why Paco Underhill tells his retail clients that shoppers need to see window displays from a distance of at least eight metres. That is the distance that it takes for a pedestrian walking at a reasonable speed to shift down the gears, like a car. For the same reason, if you own a store, he says, you shouldn't be next door to a bank: potential shoppers speed up when they walk past a bank (since there's nothing to look at), and by the time they've slowed down they've walked right past your business.

This 'downshift factor' also means that when potential shoppers enter a store it takes them five to fifteen paces to adjust to the light and move from walking speed to shopping speed. Paco calls this area the *Transition Zone and insists that his clients mustn't put* anything of value in that zone. They should be put at the end of the Transition Zone, and also to the right, as his studies show that shoppers will invariably turn to the right when entering the store – the Invariant Right rule.

There are other ways to manipulate our retail psychology. Items that require examination and perusal, or which are more expensive, should be placed in wide aisles to allow for consideration by the customer without the danger of being bumped into or being touched from behind – the Butt Brush factor. If shoppers are touched from behind, they become irritated and move on.

Signature items – the store's famous brands – should be at the back of the store, along with 'destination items' (basics that customers know the store has and come in specially to buy), so that shoppers will have to pass the whole range of goods. For the same reason many clothing stores place the fitting rooms at the back of the store, so the customer going to try on his suit can say, 'Oh yes, and I need to buy some socks as well, and I must get a shirt to go with the suit'.

The important thing for all retailers is to maximize the time that shoppers spend inside the store. This can be done by engaging all the senses – not just sight and sound, but touch, smell, and taste. So the next time you breathe in the smell of freshly-baked bread in a supermarket or have the urge to drink a coffee in the bookstore café, remember you're a victim.

5 Work in groups. Discuss the questions.

1 Think of some shops and stores that you know. Are the points made in the article true for them?
2 Do you think that you might be a 'victim of marketing psychology'?

Modal verbs: obligation, necessity, and permission

Which of the three categories of modal verbs do these example sentence extracts belong to?

'… shoppers *need to* see window displays …'
'… clients *mustn't* put anything of value in that zone …'
'They *should* be put at the end of the Transition Zone …'
'… shoppers will *have to* pass the whole range of goods …'
'… so the customer going to try on his suit *can* say …'

This table shows the present and past forms of modals referring to obligation, necessity, and permission. Discuss why some of the forms are in *italics*.

Present positive	Present negative	Past positive	Past negative
need (to)	don't need (to)	needed (to)	didn't need (to)
have to	don't have to	had to	didn't have to
must	mustn't	*had to*	*was not allowed to*
should	shouldn't	*should have*	*shouldn't have*
be allowed to	not be allowed to	was allowed to	wasn't allowed to
can	can't	could	couldn't
may	may not	*was allowed to*	*wasn't allowed to*

What is the difference between the first two sentences? What is the difference between the second two sentences?

1 I have to work overtime.
I must work overtime.

2 I don't have to work overtime.
I mustn't work overtime.

Which sentences refer to: a – *obligation*, b – *necessity*, c – *obligation not to*, d – *no obligation*, or e – *permission*?

1 Staff can take a five-minute break.
2 Staff need to look smart at all times.
3 Staff must arrive thirty minutes before the store opens.
4 Staff don't have to wear their uniform if they use the back entrance to the store.
5 Staff mustn't smoke inside the store.

Pocket Book p.7

Practice

1 Choose the modal verb phrase that fits the sentence.

1 Lifts and escalators mean that department store customers *don't have to* / *aren't allowed to* use the stairs.
2 The cosmetics section *should* / *has to* be on the ground floor near the entrance.
3 Faulty items *can* / *should* be taken to the Customer Services department.
4 Customers *must* / *are able to* use their pin number if they use their credit card.
5 Children *mustn't* / *shouldn't* play on the display models.
6 When customers use the fitting rooms they *should* / *are allowed to* take a coloured disc for each item.
7 Customers *can* / *have to* use the car park for a maximum two-hour period. They *must* / *may not* pay extra if they stay over the two hours.
8 Staff *should* / *are allowed to* keep a look out for shoplifters.
9 Customers *need to* / *should* feel welcomed and cosseted.
10 Customers *don't have to* / *mustn't* use the fire exits unless there is an emergency.



2 6.1 Listen to this shopper talking about Seibu Department Store in Tokyo. Answer these questions.

1 What does the shopper mean by 'You could spend days in here'?
2 Why might you 'miss' the restaurants? Do you think the shopper is serious?
3 Should shoppers be concerned about security?

Modal verbs: speculating, expressing certainty and possibility

1 'It must be one of the biggest shops in the world …'
2 'You could spend days in here.'
3 '… it can be a real problem …'
4 'You might have missed one of the restaurants …'
5 '… you could be coming back for some time …'
6 'It must be really difficult choosing between Japanese, Chinese, Italian, …'
7 '… first-time visitors to Japan would be amazed at the level of service.'

How can sentence 1 be expressed in the negative?
Which sentences refer to: past, general, and future possibility?

Pocket Book p.9

3 Work in pairs. Ask your partner if they prefer ice cream in a round container, a square container, another shape, or don't care. Then read the text and answer the questions.

Sensation transference

This concept was coined by Louis Cheskin, one of the great figures of twentieth-century marketing. Cheskin believed that most of us don't make a distinction between the product and the way it looks or is packaged. In the 1940s margarine was not popular and Cheskin wanted to find out why - at that time margarine was white. So Cheskin coloured it yellow to look like butter. He invited a group of women to an event and served butter and margarine in exactly the same way. The margarine was just as popular as the butter.

1 Do you agree with Cheskin's theory?
2 Can you think of an example to illustrate the theory?

4 Work in pairs. Ask your partner to respond to the following.

a You might think margarine was butter if it was packaged in the same way.
b Supermarkets could attract more customers by using less packaging.
c Packaging can enhance the value of a product.
d It must be very hard for producers of well-known products to redesign their packaging.

Wordpower **Psychological and emotional traits. Word building 2**

1

1 Work in pairs. Do you associate the following with physical or mental activities and abilities?

mind games | fitness | speed | skill | confidence

2 How could these things be used for motivating sports people?

video | iPod | role models | inspirational music

3 What do you think is meant by *sports psychology*? Is it an art or a science?

2 Read the newspaper article to find out the answers.

The psychological key to sporting success



Sport. It's a funny old game. Not so long ago, a psychologist would have been laughed out of the dressing room. Nowadays, football managers play mind games with their fellow managers, and psychology is the most recent scientific discipline to be accepted by the sporting community as a potentially match-winning coaching ingredient.

'The physical sports sciences are a given at football clubs now for increasing player fitness, speed, and skill,' says Roberto Forzoni, an applied sports psychologist. 'Of course, those are easy things to measure. Unfortunately, with psychology, there's no easy monitor to show an improvement in performance. It's more of an art than a science.'

That much is clear from one of Forzoni's chosen methods of helping to inspire player confidence: he's working on a PhD about the positive effects of video. 'I put together videos that players can then carry around on their iPods or other handheld gizmos – with inspirational music, shots of them and their role models playing and scoring goals, slow motion sequences, and so on,' he says. 'It's all motivational; designed to boost self-confidence pre-performance.'

Sports psychologists like Forzoni are motivators, capable of turning match players into match winners.

3

1 Change these nouns into adjectives: *psychology*, *inspiration*, *confidence*. Where is the stressed syllable in each word?

2 What is the verb from *inspiration*?

4 What do you think are the positive and negative effects of sport? Read the introduction to an article on sport and aggression from a text book on psychology.

Many studies have found that sport can lead to aggressive and anti-social behaviour. Others argue that it channels aggressiveness, and has the positive effect of leading to more assertive and pro-social behaviour.

5 Work in four groups (A, B, C, and D). Look at sentences a–d, e–h, i–l, or m–p in your box and decide which section of the table they belong in. Then report back to the other groups.

	Positive effects	Negative effects
Individual		
Social		

Group A

a Negative self-esteem, fear of failure as a result of failure.

b Avoiding **delinquency** by providing a sense of purpose and productive use of time.

c Self-reliance, **assertiveness**, courage, sportsmanship.

d Creation of **frustration** and inter-group conflict, stereotyping, and **violence**.

Group B

e Decision-making skills, **competence**, and self-awareness.

f Transmission of socially undesired values (e.g. **aggression**, cheating without discovery, and disrespect for rules and authority, i.e. referees).

g **Cooperation**, friendship, and **communication** skills.

h Lack of competence and self-awareness if consistent failure.

Group C

i Transmission of socially desired values (e.g. individual achievement in individualistic societies, teamwork and **respect** in collectivist societies).

j **Dedication**, self-discipline, and perseverance.

k Encouragement of anti-social behaviour and rule-breaking (if punishment is ineffective).

l Lack of dedication and perseverance if consistent failure.

Group D

m Lack of teamwork or cooperation if individual achievement is emphasized or rewarded.

n Punishment of anti-social behaviour and rule-breaking (e.g. via yellow and red cards or fines).

o Selfishness, self-absorption, **arrogance**, and aggressiveness.

p Positive self-esteem, **pride**, and a sense of accomplishment.

6 1 Convert each of the nouns in bold in the boxes in 5 into adjectives.

Example *assertiveness (noun) → assertive (adjective)*

2 Where is the stressed syllable in each word?

7 1 Find the five words prefixed with *self-* in the boxes in 5 that mean:

a how happy you are with your own character and abilities
b knowledge and understanding of your own character
c ability to decide things by yourself, not dependent on others
d ability to make yourself do something, especially something difficult or unpleasant
e concern about and interest in yourself, and not others.

2 Which ones do you think are positive characteristics?

3 Can you think of any other words prefixed with *self-*? Research three other *self-* words using an English–English dictionary and report on their meaning to other students.

Skills focus

Discriminating sounds. Active listening

1

1 Work in pairs. Discuss the comments.

- 'I have good and bad days with listening. What can I do to improve my concentration on the bad days?'
- 'When listening, I invariably confuse sounds like *fourteen* and *forty*, *live* and *leave*, *cause* and *course*. Is there anything I can do?'
- 'Does it really matter if I can't pronounce certain sounds, for example, 'th'?'

2 **6.2** Listen to what the experts say. What should you do when you don't understand? What advice do they give about improving listening skills?

2

1 **6.3** Is the sound of the letters in **bold** the same in both words? Listen and check.

a price, prize
b degrees, please
c this his
d loose, lose
e course, cause
f crisis, rises
g slides, size
h this, miss
i base, gaze
j six seeks

2 **6.4** Listen and underline the word that you hear.

a forty/fourteen
b thirty/thirteen
c sixteen/sixty
d live/leave
e chip/cheap
f is he/easy
g slip/sleep on it
h hit/heat it

3

Work in pairs. Turn to listening script 6.4 on page 126. Read the sentences aloud to your partner, choosing one of the two words. Your partner checks which word you said by spelling out the number, e.g. *one-six*, or the word, e.g. *l-i-v-e*.

4

1 Some surveys were conducted on how honest people are at work. Guess the percentages of people surveyed who answered *Yes* to the following questions.

1 Would you lie to your boss?

a) 16% ☐ b) 36% ☐ c) 60% ☐

2 You are a manager. You are aware of a dishonest practice at work. Would you report it?

a) 14% ☐ b) 40% ☐ c) 50% ☐

3 Would you give a clean reference to a dishonest member of staff who is leaving your company?

a) 25% ☐ b) 75% ☐ c) 95% ☐

4 Would you lie on your CV to increase your chances of getting a job?

a) 12% ☐ b) 18% ☐ c) 80% ☐

2 Do your guesses reflect the way you would have answered the questions?

3 **6.5** Listen to some friends chatting about the surveys. Check your answers.

5 🎧 **6.6** Complete these sentences from the recording that you might find useful for checking your understanding. Then listen to check your answers.

1 ____________ 'sick' ____________ you were just feeling a bit tired?
2 ____________ you say *forty – four zero*?
3 Sorry, you've ____________?
4 ____________ that eighty per cent of the Americans who answered that survey have lied on their CVs?

6 1 Work in groups. Discuss how you can you tell if someone is not telling the truth.

2 🎧 **6.7** Listen to a psychology professor talking about how to recognize if someone is lying. At each beep, decide which of the questions below it would be most appropriate to ask.

a So you're saying that their story doesn't make complete sense?
b So you don't even need to actually meet or know someone to tell if they're lying?
c Sorry, they have to detect what?
d So how does where you were brought up make any difference?
e What do you mean by 'pitch'?

7 1 Work in groups. Discuss the stories in the text below and rate them from least serious to most serious.

Scandal!

Nick Leeson

The trader, working for Barings Bank, who lost £1.3 billion on the futures market and tried to hide his mistakes.

The company finally discovered the problem but it was too late to save the company – Leeson had lost more money than the company was worth. As a result the company collapsed and the trader went into hiding.

Enron

The American energy company that went bankrupt in 2001.

The company had given false information about company profits. Over 20,000 people lost their jobs, and shareholders lost a lot of money – the share value fell from US$90.00 to US$0.30. The directors were taken to court.

David Edmondson

The CEO of RadioShack, one of the largest electrical retailers in the USA with more than 6,000 stores.

He resigned after it was revealed that he had given false information about his academic qualifications on his résumé.

Mitsubishi Motors Corporation

The fifth largest Japanese car manufacturer, and part of the Mitsubishi industrial group.

In 2004 the company admitted to covering up defects in its vehicles going back to 1977, including failing brakes, fuel leaks, and malfunctioning clutches. The company had to recall over 150,000 cars.

Merck

A United States pharmaceutical company, one of the top five worldwide.

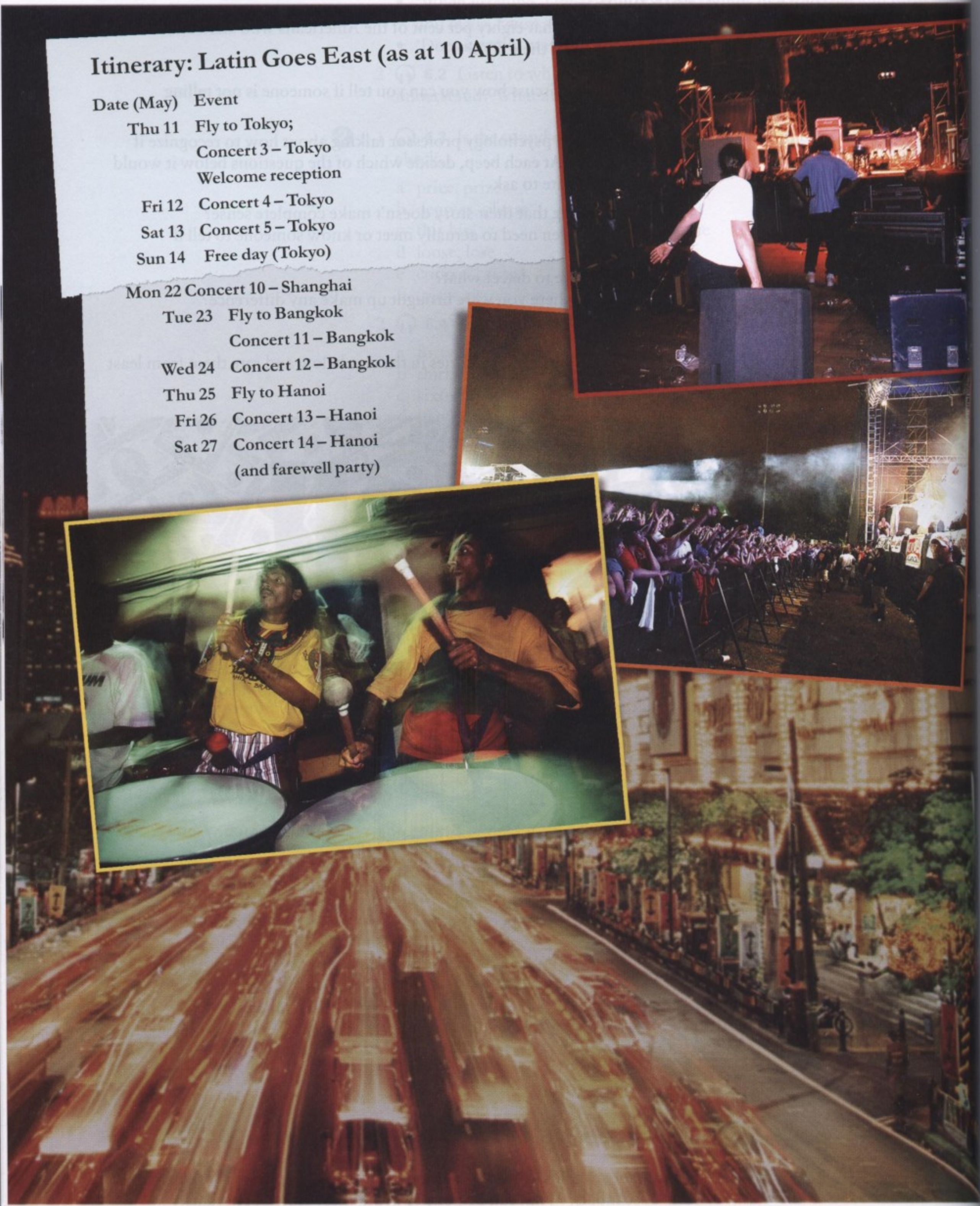
This company was told to pay out $253m after it was decided in court that the drug Vioxx had contributed to the death of a patient. The court also decided that the company had been negligent. Merck withdrew the drug after its own study said it could double the risk of a heart attack or stroke.

2 What other scandals do you know about? Why do people get involved in these sorts of scandals? What can be done to avoid these sorts of scandals?

Focus on functions

Making arrangements

1 🎧 **6.8** Read the old itinerary for the *Latin Goes East* tour below. Listen to Frits and Pei Lin discuss the revised itinerary from Alex and make the necessary changes.



Itinerary: Latin Goes East (as at 10 April)

Date (May)	Event
Thu 11	Fly to Tokyo; Concert 3 – Tokyo Welcome reception
Fri 12	Concert 4 – Tokyo
Sat 13	Concert 5 – Tokyo
Sun 14	Free day (Tokyo)
Mon 22	Concert 10 – Shanghai
Tue 23	Fly to Bangkok Concert 11 – Bangkok
Wed 24	Concert 12 – Bangkok
Thu 25	Fly to Hanoi
Fri 26	Concert 13 – Hanoi
Sat 27	Concert 14 – Hanoi (and farewell party)

2 🎧 **6.8** Listen to Frits and Pei Lin's phone conversation. Complete the proposed schedule for the first day in Seoul.

Frits plus musicians arrive Seoul	12:00?
Frits plus musicians check in hotel	____________ a
Meeting: Pei Lin, Aleks, and Frits	____________ b
Meeting the musicians	____________ c
Dinner	____________ d

3 🎧 **6.8** Listen again.

1 Which of the following phrases do you hear in the conversation?

2 Complete these sentences. Can you identify the tenses used?

So the flight to Hanoi _____ . We _____ flying on the 25th, but now _____ on the 26th.

Would Wednesday morning at nine o'clock suit you? ☐	I'm sorry I can't make it on Tuesday. ☐
Could you manage 4.00 p.m.? ☐	Shall we say 7.00 for the drink? ☐
I'm afraid 4.00 p.m. is going to be difficult. ☐	Yes, that's fine. ☐
I'm not sure about 4.00, I'll need to check the flight time. ☐	It looks as though I'm going to be busy all morning. ☐
If it's OK with you, I think I'd prefer to make it 5.00 p.m. ☐	What about seven for the meeting? ☐
5.00 p.m. would be better for me. ☐	Could we make it a little earlier? Say 6.30? ☐
OK, that sounds like a good idea. ☐	No problem. ☐
	The problem is, I have to wait for someone at the airport. ☐

4 Group all the phrases in the box in **3** into the following categories.

a Suggesting a time/day
b Making an alternative suggestion
c Responding positively
d Responding negatively
e Giving an explanation

Pocket Book p.26-27

5 Work in pairs. In two weeks' time you are both going to be visiting two countries together for a week-long fact-finding tour related to your work/studies.

1 Decide which countries you are going to be visiting and write down the itinerary/schedule for the week.
2 Exchange the itinerary/schedule with another partner.
3 Make three changes to the other pair's itinerary/schedule, but do not write them on the paper.
4 Return the itinerary/schedule and talk the other pair through the changes.

There is an optional activity in File 5.

REVIEW UNIT C

▼ AGENDA

- ▶ Grammar 1–2
- ▶ Skills focus 3–4
- ▶ Focus on functions 5–6
- ▶ Vocabulary 7

This unit reviews all the main language points from Units 5 and 6. Complete the exercises, using the Pocket Book for the areas that you need to review.

1 Narrative tenses: Past Simple, Past Continuous, Past Perfect Simple, Past Perfect Continuous

Complete the joke using the correct tense and form of the verb in brackets.

Two elderly couples __________ [1] (enjoy) a friendly conversation when one of the men __________ [2] (ask) the other, 'Fred, how __________ [3] (be) the memory clinic you __________ [4] (go) to last month?'

'Outstanding,' Fred replied. 'I __________ [5] (look) forward to it for months and I __________ [6] (think) it __________ [7] (be) really effective. After they __________ [8] (give) us a general introduction, they __________ [9] (teach) us all the latest psychological techniques like visualization and association. It __________ [10] (make) a huge difference to me.'

'That's great! What __________ [11] (be) the name of the clinic?'

Fred thought and thought, but couldn't remember. After he __________ [12] (think) for about five minutes, a smile __________ [13] (break) across his face and he __________ [14] (ask) 'What do you call that red flower with the long stem and thorns?'

'You mean a rose?'

'Yes, that's it!' He __________ [15] (turn) to his wife. 'Rose, what __________ [16] (be) the name of that clinic?'

2 Modal verbs

What is the difference in meaning, if any, between these sentences?

1 a I cannot come tomorrow.	b I may not come tomorrow.
2 a We could make a booking.	b We managed to make a booking.
3 a You don't have to go.	b You mustn't go.
4 a We have to be at work by 9.00.	b We are supposed to be at work by 9.00.
5 a Don't worry, he can wait.	b Don't worry, he may wait.

3 Being concise

Rewrite these sentences to make them clearer and more precise.

- a It is essential that a check is made to ensure that the disk drive unit is switched on before the disk or disks are inserted into the drive unit.
- b The following points should be borne in mind when dealing with communication problems.
- c Let us now tackle the problem of giving a definition of X.
- d P was different from Q. The reason can be explained by the fact that P has a higher value than Q.
- e In this document an analysis is made of all the possible solutions.
- f In the table the relevant amounts regarding X, Y, and Z are shown.
- g The two cars were bought by our company last year.
- h The form should be completed in black ink.

4 Discriminating sounds

All the words below contain the same initial vowel sound except one. Which one?

1 person, learn, circle, word, heart, journey, Thursday
2 feared, beard, heard, weird, cleared
3 psychology, physics, history, philosophy
4 method, measure, weather, friend, please

5 Chairing a meeting

Work in pairs. In a meeting, what do you say in these situations?

a Start the meeting.
b Refer to a document.
c Ask someone to comment.
d Close a point.
e Move the agenda on by introducing the next point.
f Sum up.
g Close a meeting.

6 Making arrangements

1 Complete the sentences with a suitable verb.

a ______________ we say six for the drink?
b Actually, 5.00 p.m. ______________ be better for me.
c Could you ______________ 4.00 p.m.?
d I'm not sure about 4.00, I'll ______________ to check the flight time.
e If it's OK with you, I think I'd prefer to ______________ it 5.00 p.m.
f It ______________ as though I'm going to be busy all morning.
g OK, that ______________ like a good idea.
h Would Wednesday morning at 9.00 ______________ you?

2 Work in pairs and arrange a meeting.
Student A: suggest a day, time and location.
Student B: refuse A's first suggestion, giving an explanation.
Student A: make an alternative suggestion.
Student B: accept A's alternative suggestion.

3 Repeat 2, changing roles.

7 Vocabulary

1 Which of these words cannot be preceded by *self*-?

absorption awareness competence dedication
discipline esteem reliance

2 Write sentences that include at least four of the following:

faint-hearted frighten heart-searching heart-stopping
hype hyperactive megabucks

3 Decide whether the following have a positive (P) or negative (N) meaning. Then think how the ones you have marked negative could be positive on some occasions, and vice versa.

cheating courage failure fearlessness pride rule-breaking
sportsmanship stereotyping super-confidence

UNIT 7
Creativity

AGENDA

- Conditionals: Zero, 1st, 2nd
- Functions using *if*
- Creative thinking
- Phrasal verbs 1
- Building a relationship
- Being less direct
- Clarifying

Language focus 1

1 Can you match the names of the designers with the designs? What do you think of the designs?

Arne Jacobsen
Christian Dior
Frank Lloyd Wright
Alec Issigonis
Philippe Starck

a


b


c


d


e


What sort of creative design do you like, for example, buildings, everyday objects, works of art, clothes?

2 How can people develop their creativity? Add your own ideas to the list.

- creative input – read books, go to art galleries, …
- thinking time – get up 30 minutes earlier every morning, …
- creative environment – working with other creative people, managers who encourage original ideas, …



The Metropod

❸ 7.1 Listen to this report about sleep and compare your ideas. Do you think sleeping at work is a good idea? What could the advantages or disadvantages be?

Conditionals: Zero, 1st, 2nd

Match the sentences with the type of conditional.

1 If your boss refuses to sanction official snoozes, you'll have to find another way of napping at work.
2 If the working day was made more flexible …, companies would reap the rewards.
3 If you sleep too long and too deep, it often takes a while to become fully alert again.

a Zero conditional: *if* + Present Simple + Present Simple
b 1st conditional: *if* + Present Simple + *will*
c 2nd conditional: *if* + Past Simple + *would*

Describe the use of each type of conditional.

We use the ________ to ________ .

a refer to a possible but less likely situation
b refer to a possible situation
c refer to a general truth

Will and *would* can be replaced by a modal.
If you don't sleep enough, you might not fulfil your potential.
If beds were installed in the workplace, people could rest and make up the time elsewhere in the day.
What is the difference in meaning between:
1 If you don't sleep enough, you might not fulfil your potential.
2 If you don't sleep enough, you will not fulfil your potential.

Pocket Book p.3-4



Practice

❶ Work in pairs. Which of these situations is possible or possible but unlikely for your partner in the coming year?

- get promoted in the next year
- travel abroad
- go on a business trip
- be transferred abroad
- move house
- have a vacation
- go on a training course

Ask your partner a question depending on the likelihood of the event. For example, 'If you get promoted this year, what difference will it make to you?'

❷ Work in pairs. What would you do in the following situations?

1 You have a brilliant idea which you tell your colleagues. One of these colleagues presents your idea to your boss without acknowledging that it was your idea.
2 You notice that a colleague spends more time on the Internet than working.
3 You see a colleague putting a couple of company pens and notepads in their briefcase and then going home.
4 A colleague speaks very rudely at a meeting with clients. However, the colleague appears to be completely unconcerned.
5 Your boss asks you to do some overtime on an evening when you have an important family meeting. You are currently being considered for promotion.

3 Choose the best form to complete the sentences.

1 In what period of the day *do/would* you most like to work if you *will have/have/had/would have* the choice?
a) morning b) afternoon c) evening d) night

2 If your company/organization *was/were/would be* an animal, what animal *would it be/was it*?
a) snail b) eagle c) elephant d) shark e) lion f) swan g) ant h) other (you decide)

3 If your company (or current project) *can/could be* compared to a human being, what stage in its life would it be living in?
a) babyhood b) childhood c) adolescence d) 20s e) 30s f) middle age g) due for retirement

4 What *will/does* your boss say if you *will be/are/were* late for work tomorrow?
a) nothing at all b) nothing serious c) it depends how late I am

5 In relation to your job/studies, if you *are/were/will be* able to have more of just one of the following, which *would/will* you opt for?
a) holidays b) responsibility c) challenges d) money e) recognition

In pairs or small groups ask and answer the questions.

Language focus 2

1 **7.2** Listen to seven short exchanges. Can you match the exchange with the function below?

a Giving advice
b Making an offer
c Asking permission
d Reporting
e Talking about a future possibility
f Making a request
g Making a suggestion

Functions using *if*

If can be used to perform a range of functions.
Fill in the gaps for the sentences from listening script 7.2 and name the function.

I'd be ________ ________ you could let me know by Wednesday.
If I ________ ________ , I'd have a few days off.
If you ________ any help, just let me know.
Is it ________ ________ I make a phone call?
If you sign up by the 30th, you ________ save 20 per cent on your next purchase.
He asked ________ we ________ meet at 2.00.
If you ________ time, you ________ visit the museum.

In which of the sentences from listening script 7.2 can we reverse the word order? For example:
If I were you, I'd have a few days off.
I'd have a few days off if I were you.

Pocket Book p.4-5

Practice

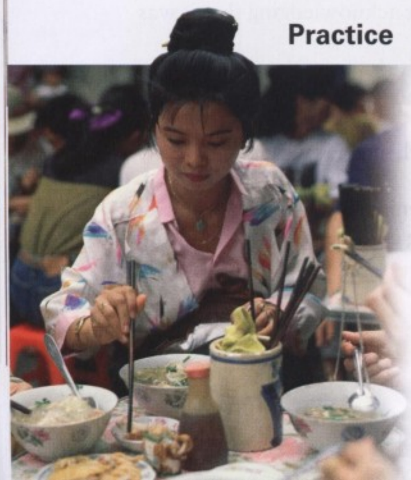
1 Finish these exchanges.

a A I'd be grateful ________________ (taxi).
B Certainly. Is that to go from the hotel to the airport?

b A Can you recommend somewhere to eat?
B If I were you, ____________ (noodle restaurant). They do an excellent Pho.

c A Is it your first time in Ho Chi Minh City?
B Yes, it is.
A Well, if ____________ (information), ____________ .

d A Is it OK if ____________ bags here?
B I'm afraid Security will have to take care of those.



e A I've got a day free tomorrow. I'd be grateful for some suggestions.
B If you __________ (sightseeing), you __________ (Giac Lam Pagoda).

f A Are there any more flights today?
B If __________ (quickly), __________ the last flight to Hanoi.

g A Did you hear what he said?
B I think he __________ if we __________ where the hotel is.



2 1 What sort of thing can go wrong on a business trip – the weather, the flight, baggage, accommodation, getting around, the company you are visiting? Read the text and compare your answers.

Business trip



The first thing that can go wrong is the weather. Once a storm affected all the flights out of the country. I went to the information desk and discovered mine had been cancelled. I asked to be put on the next available flight - four hours later.

When I got on the plane I found I had a window seat even though I'd asked for a aisle seat. Another problem was waiting at the other end. I had some samples for my client, and had asked to take them on board as carry-on luggage. The check-in assistant had refused and when I arrived at my destination the samples weren't there. They'd be put on the wrong flight. The best I could do was to arrange for them to be sent to my hotel. The hotel itself was pretty bad. My room faced a big square and was the focal point for the entire transport system and nightlife of the town. When I asked, reception said there were no other rooms vacant.

After a sleepless night I arrived at my client's office empty-handed. There was a message from my boss asking me to tell my client that production had been put back a month. This put my client in a bad mood. To cheer him up I offered him to take him for lunch but he explained he had food poisoning.

The last straw was when I took the wrong train back to the hotel and ended up in the countryside. The last stop was next to a field full of cows. The locals did their best to get me back to town. Needless to say, I missed my flight home.

2 Imagine you were on this business trip. Make sentences using 'if' for these situations.

a Ask to be put on the next available flight.
b Ask to take your samples as carry-on luggage.
c Ask to change seats.
d Ask to change hotel rooms.
e You are asked to give a message to your client.

Wordpower

Creative thinking. Phrasal verbs 1

1 What do you understand by 'creative thinking'? How is it different from ordinary thinking? Which of the following is *not* directly related to creative thinking?

- flexible thinking
- originality
- logical thinking
- brainstorming
- lateral thinking

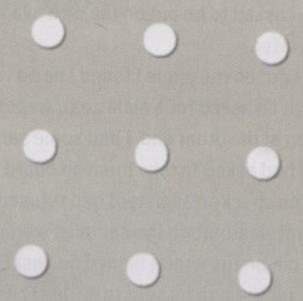
2 1 Work in groups and try to solve the problems.

Problem 1

There's a policeman walking past a house on a Sunday evening and he hears someone scream out, 'Don't shoot me, Richard! Don't shoot me Richard!', followed by a gunshot. The policeman goes into the house and sees a lawyer, a surgeon, and an engineer, all gathered around a dead body. He immediately arrests the surgeon. The surgeon breaks down and confesses everything. How did the policeman work out who to arrest even before the surgeon's confession? Note that no one is wearing name tags and the policeman doesn't know any of them.

Problem 2

Using four straight lines and without ever taking your pen off the paper, can you figure out how to connect all nine dots?



Problem 3

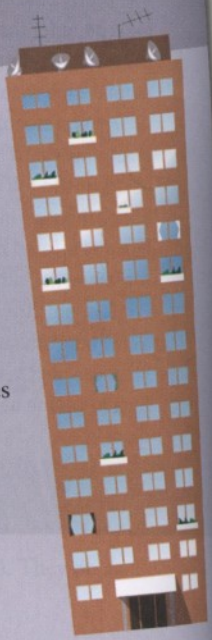
Look at the picture of the empty wine bottle with a coin inside and a cork in the top.

Without smashing or melting the bottle, how you can get the coin out without removing the cork?



Problem 4

Karen lives at the top of an apartment block. In the morning she takes the lift and then the bus. In the afternoon, she comes back on the bus but uses the stairs to get back to her apartment. Why does she use the stairs?



2 🎧 **7.3** Listen to the solutions. Were they the same as yours?

3 Match the phrasal verbs in bold in A with their meanings in B.

A

1 Brainstorming is the best way **to go about** the 'Karen' problem …
2 … then you **go through** what you've come up with.
3 So what solutions did your group **come up with**?
4 A couple of us **put forward** some pretty conventional solutions.
5 After we'd **broken** these ideas **down** into various areas …
6 We **figured out** that the height of the buttons was probably the key.

B

a subdivided
b examine, analyse
c generate, formulate, find
d suggest, propose
e realize, find an answer which explains something
f approach, tackle

4 Many phrasal verbs have both a literal and a more abstract meaning. Replace the verbs in **bold** with the phrasal verbs in the box.

break down
go into
work out

1 The secret of problem solving is **dismantling** this block.
2 How did the policeman **understand** who to arrest?
3 Can you **explain in** a bit more detail what you mean by 'mental blocks'?
4 The policeman **enters** the house.
5 The surgeon **loses control** and confesses everything.
6 I'm going down to the gym to **do some exercise**.

5 The same phrasal verb may have several abstract meanings. Complete the sentences with *about*, *into*, or *through*.

1 Certain formalities have to be gone ________ before you can emigrate.
2 Despite the threat of war, people went ________ their business as usual.
3 He went ________ a long explanation of the affair.
4 How should I go ________ finding a job?
5 I always start the day by going ________ my email.
6 More government money needs to go ________ the project.
7 She has gone ________ teaching.
8 She's been going ________ a bad patch recently.

Source: All sentences from *Oxford Advanced Learner's Dictionary 7th edition*, © Oxford University Press 2005.

6 Work in groups. Discuss one or more topics 1–6 below.

What is the best way to … ?

1 go about:
- solving sudoku puzzles
- making new friends
- getting promoted

2 break down:
- stereotypes
- defences in a sport
- fears

3 work out:
- how old someone is without asking them
- what someone is thinking
- how to use a new computer program

4 come up with:
- a good definition of intelligence
- a company logo
- ideas for a start-up company

5 go into:
- a new market for a company
- an interview
- a new chat room

6 go through:
- an appraisal with an employee
- life
- university

Skills focus

Building a relationship. Being less direct



1

1 Work in pairs. Discuss the questions.

- 'How do I find a balance in my emails between social chatting and getting down to business?'
- 'When I send emails to people, I'm worried I may be being too direct and rude. What can I do?'

2 🎧 **7.4** Listen to what the experts say, and compare it with your own answers.

3 In your country, how important is social chatting in a work relationship? What do you do, if anything, to promote these relationships? How direct do people in your country tend to be when giving criticism?

2

1 Look at these phrases that the experts recommended using. Complete the sentences with the words in the box.

bother	flexible	getting	hope
making	things	saved	wondering

1 Thanks for ________ back to me so quickly, you really ________ me a lot of time.

2 How are ________?

3 Thanks for being so ________ on this.

4 Sorry to ________ you with this but …

5 I was ________ if you could …

6 I ________ everything is going well with you.

7 I think we've been ________ a lot of progress together.

2 Which phrases could you use a) at the beginning of an email? b) to say something positive? c) to make a request more indirect?

3

1 What would you write to a friend who:

1 has just come back from holiday?
2 has just been promoted?
3 has just bought a new house?
4 has just had a baby?

2 🎧 **7.5** Listen and match the sentences you hear with the four situations.

4

Read the email. How effective is it? How similar is it in tone to the type of emails you write? How positive sounding are words like *OK* and *quite*?

Subject: English lessons

The English lessons are OK but don't satisfy me for the following reasons: 1) the timetable 2) the topics are quite interesting but are not relevant. Moreover, I have a problem with the time of the lessons. Please try to change the time. Rgds



5 Compare this email with the one in **4**.

Subject: English lessons

Hi

Hope you had a good weekend. I just wanted to give you a bit of feedback on the English lessons. Basically I am really enjoying them and I find them very useful.

However, there are a couple of things that I think could possibly be improved.

We seem to be doing a lot of work on brainstorming and problem-solving activities. These are great for our oral skills, but perhaps what we actually need practice on is listening.

Also, although I know you have a very busy schedule, please could we do the lessons after lunch as I am very busy at 10.40?

Sorry to bother you with this, and once again, thanks for helping me improve my English.

PS Did you see the match on Saturday? What a disaster!

1 What do you notice about the beginning and ending?
2 What is the proportion of critical/negative sentences to positive sentences?
3 How does the writer attempt to empathize with the reader in paragraph 4 ? Why does the writer express the request in the form of a question?

6 1 Note the position in the phrase of *just*, *possibly*, *actually*, *please* and *sorry* in **5**, and how the first three help to soften the tone.

2 Complete the sentences with **one** of the words in brackets.
  1 I forgot to send the attachment. (please, sorry)
  2 I wanted to ask you a couple of things. (just, possibly)
  3 Could you tell me how to get to your office. (actually, possibly)
  4 Could you do this by tomorrow. (just, please)
  5 I'm afraid I don't know the answer to that question. (actually, possibly)

7 Imagine you are writing to a colleague. Use the phrases a–e to make the sentences 1–5 sound less direct or less negative.

Example Too direct: *The document should be improved in the following areas:*
Less direct: *The document is looking good. Thanks very much for all your hard work. Just a couple things might need changing.*

a Give me a ring if that's not convenient.
b However, there are some areas you might consider revising.
c It was really useful – thank you.
d I was wondering whether
e It might be an idea to do X, what do you think?

1 I need to change the time of the meeting to 10.30. Rgds. Pete
2 The document is not bad. Please insert an introduction.
3 I need some help with a translation. Pls come to my office at 11.00.
4 I saw your presentation on creativity tools yesterday. I thought it was OK. Please send me a copy of the handout.
5 Your report looks like a rough draft. You must make the following changes:

8 What changes would you like to make to your work environment, e.g. better lighting, larger desks? Write an email to your immediate boss or supervisor making suggestions for these changes, but trying to put everything in a positive light. Begin and end with some chat.

Focus on functions

Clarifying



1 The musicians and IntEx staff are about to arrive in Seoul at the start of the tour. Pei Lin is clarifying arrival arrangements with the regional organizer, Hyun-ji. Read their email exchange.

1 a What is Pei Lin worried about?
  b What arrangements has Hyun-ji made?

2 What expressions do they use to:
  a ask for clarification?
  b give clarification?
  c respond to clarification?

Subject: Travel arrangements

Dear Ms Tao
I do not think we have been in contact before. My name is Hyun-ji, and I am the Regional Organizer for South Korea. I am writing to confirm that all the arrangements have been made for the arrival of the Latin Goes East tour in Seoul.
I think that we are meeting on May 6th. Is that correct? I look forward to meeting you then.
Regards
Hyun-ji Lee
Regional Organizer

Subject: Travel arrangements

Dear Hyun-ji
I'm glad to hear everything is arranged. I wonder if you could just clarify what you mean by 'all the arrangements'? I am particularly concerned about the transfer arrangements from the airport, because people are arriving on several different flights. Could you give me some specific information?
As you say, our meeting is for May 6th and I am looking forward to meeting you too.
Many thanks
Pei Lin

Subject: Travel arrangements

Dear Ms Tao
I am very sorry that I didn't make it clear in my previous email. To clarify: we have transport arranged to meet all the flights according to the schedule (copy attached). For your further information, I can also confirm that freight deliveries of equipment have arrived and are stored securely at the concert venue.
I hope everything is now clear, but please let me know if you require further clarification.
Regards
Hyun-ji

Subject: Hotel booking

Dear Hyun-ji
Many thanks for the schedule: everything for the airport transfers is now clear.
I am sorry to be a nuisance, but can you also let me know about the arrangements at the hotel? I assume everything is arranged, but I haven't seen a final booking confirmation or room list. To put my mind at rest, could you send me a copy? As you know, I am coming a day early, so I can be around to make sure the check-in goes smoothly.
Regards
Pei Lin

2 7.6 Pei Lin and Frits are now in Seoul dealing with the arrival of the tour party. However, there is a problem concerning Aleks' arrival. Listen to the extract from the phone conversation between Pei Lin and an airline operator.

1 What is the problem with Aleks?
2 What is Pei Lin trying to find out?
3 Complete the sentences beginning with the following:

Could you ______________________ ?

What exactly ______________________ ?

So, if ______________________ .

Not ______________________ .

OK, I see ______________________ .

So if ______________________ .

4 Check your answers with listening script 7.6 on page 128.

3 7.7 Listen to Pei Lin's conversation with Frits.

1 What information is Frits checking or clarifying?
2 What information is Pei Lin unable to clarify?

4 1 7.7 Find seven mistakes in the conversation below. Then listen to the conversation again and check your answers.

2 What phrase does Pei Lin use when she is unable to clarify?

Frits	It's a really bad line. Can you just run that through me again? Basically what are you saying is that Aleks is not going to make the meeting tonight?
Pei Lin	Exactly.
Frits	And, correct me when I'm wrong, she might not even make it for the opening concert?
Pei Lin	It's hard say. I've asked Hyun-ji, the local rep, to go down to the airport because the airport really couldn't tell me. She should call me any moment now.
Frits	OK, I'd better get off the line. Before I go, I just wanted to control your room number, in case I need to call you.
Pei Lin	It's 623.
Frits	Did you tell 6–2–3?
Pei Lin	That's right. I'll call you when I get more news.

5 1 7.6, 7.7 1 Listen to the conversations again, or look at listening scripts 7.6 and 7.7. Find examples of:

a asking for clarification
b giving clarification
c responding to clarification.

2 Compare the phrases with the ones from the email exchange in **1**. Which expressions are more common in written/spoken communication?

Pocket Book p.23

6 Work in pairs. You are both attending a conference related to your work or study. Go to Information File 6 and write email exchanges using the notes and prompts.

UNIT 8 Image

AGENDA
- Past modals
- 3rd Conditional and Mixed Conditionals
- Images and brands
- Compound adjectives
- Connected speech
- Giving and reacting to bad news
- Proposing solutions

Language focus

1 Look at the photos. Which of the following words do you associate with them? Can you think of other images and ways to describe them?

chic conservative trendy cool threatening
traditional stereotypical contemporary old-fashioned



2 What do you know about Burberry? Do you think these statements are true or false? Discuss the questions and then read the article opposite to check.

	T	F
1 The main colours in the traditional Burberry design are red, blue, and camel.	☐	☐
2 It was orginally an American product.	☐	☐
3 Burberry coats were used during the First World War.	☐	☐
4 The coats were worn in films by Humphrey Bogart and Audrey Hepburn.	☐	☐
5 The supermodel Naomi Campbell featured in the 1990s advertising campaign.	☐	☐
6 At the time of writing the company was worth more than £2 billion.	☐	☐

Burberry's journey through fashion

Burberry, with its distinctive red, black, and camel check, has become a must-have fashion brand. Stars including Madonna, Kate Moss, and David Beckham have sported Burberry goods, helping to boost its image. In just a few years it has lost its old-fashioned status and become a modern luxury brand selling perfume, shoes, and bikinis alongside its traditional coats and bags.

The business was founded by Thomas Burberry in England in 1856. He invented a breathable and waterproof fabric called 'gabardine' and its success allowed him to open a store in London. Burberry was later commissioned to design officers' uniforms for the British Army during the First World War.

But Thomas Burberry can't have known how popular his fabrics would later become. It started in the 1940s when Humphrey Bogart wore a Burberry mackintosh in *Casablanca*, and then in the 1960s with Audrey Hepburn in *Breakfast at Tiffany's* and Peter Sellers in *The Pink Panther*.

The check design became a fashion item in the 1960s when it was used on umbrellas, luggage, and scarves. Its very British image made Burberry a hit in the Asian and US markets, and the company expanded overseas. However, sales were hit by the economic crisis in Asia in the 1990s and its image, which had became increasingly conservative.



In 1997 Rose Marie Bravo was brought in as Chief Executive from Saks Fifth Avenue to restore the brand. It must have seemed like an awesome task, but she immediately brought in new products – shoes, handbags, fragrances, and even pushchairs for babies – and an advertising campaign starring supermodel Kate Moss. Burberry reinvented itself and once again became a fashionable, successful company.

Rose Marie Bravo left the company in 2005 with a golden handshake of £10 million – thanks for turning the company into a global enterprise now worth over £2 billion. That's a sum of money Thomas Burberry could only have dreamed about.

3 🎧 **8.1** This is an extract from a presentation about the Italian company DeCoro which makes luxury leather sofas which are manufactured in China.

Before you listen, work in pairs and discuss the questions. Then listen to check your answers.

1 Why do DeCoro describe their sofas as 'Made in Italy'?
2 Why did DeCoro set up production in China?
3 What other advantages are there to manufacturing in China?

4 Discuss the questions.

1 Do you think DeCoro is right to brand its sofas as 'Made in Italy'?
2 Do you think that 'China-chic' exists or will exist in the future?

5 🎧 **8.2** Listen to this extract from the presentation and complete the sentences.

Luca Ricci reckons that if he ____________[1] in Italy, he ____________[2] charging at least 40% more for his handmade leather sofas. In fact, I would say that if Luca Ricci ____________[3] to China for the actual production, then the traditional 'Italian' production methods ____________[4]. If that ____________[5] American customers ____________[6] on traditional handmade sofas. As a consequence, perhaps he's really a hero and should be congratulated for preserving 'Made in Italy' values. DeCoro feels that it has revolutionized the market by providing affordable luxury. But ____________[7] their sofas as 'Made in Italy' or 'Made in China'?

Past modals

Read the examples and answer the questions.

a Thomas Burberry can't have known how popular his fabrics would later become.
b It must have seemed like an awesome task.
c Perhaps he should have said that they were actually made in China.
d That's a sum of money Thomas Burberry could only have dreamed about.

1 Which sentence criticizes a past action or situation?
2 Which sentences speculate about a past action or situation?

Complete the rule.

Past modal sentences are formed by taking the ______________ verb (e.g. *must, could, should, can't,* ______________) and adding *have* and the ______________ .

3rd Conditional and Mixed Conditionals

Look at the examples and answer the questions.

- If he'd told the distributor that, then he might have lost the contract.
- If he had set up in Italy, he would now be charging at least 40% more for his handmade leather sofas.
- If Luca Ricci hadn't gone to China for the actual production, then the traditional 'Italian' production methods would have been lost.

1 What do all three sentences have in common?
They refer to the past/present/future.
They refer to a real/unreal situation.

2 Complete the rules.
3rd Conditional:
If + had + ______________ , *would(not) + have +* past participle.
If + had + ______________ , *might/could (not) + have +* ______________ .
Which example refers to a possible consequence; a definite consequence?
Mixed Conditional:
If + had + ______________ , *would(not) +* ______________ . (present consequence)

Pocket Book p.3-4

Practice

1 Complete the sentences which describe an unreal past.

1 Thomas Burberry invented gabardine so he was able to open a shop in London.
If Thomas Burberry …
2 The Burberry coat was worn by several famous Hollywood stars. This led to an increase in its popularity.
If the Burberry coat …
3 The British image helped to make Burberry a success in Asia.
If Burberry …
4 Rose Marie Bravo was brought in as CEO. She turned the company around.
If Rose Marie Bravo …
5 Rose Marie Bravo introduced new products and an advertising campaign. The company is now worth over £2 billion.
If Rose Marie Bravo …

2 Finish these exchanges by completing the responses.

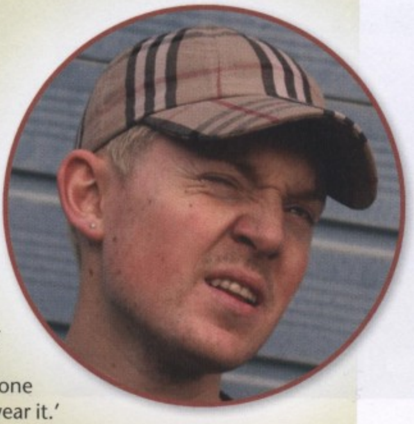
1 I've lost my keys.
You/leave/at home.
2 My laptop's been stolen.
You/lock/office door.
3 She says she didn't get my email.
You/sent/wrong address.
4 He doesn't know about the new office opening hours.
He/read/memo.
5 Someone's opened my private email.
You/tell/anyone/your password.
6 I've lost that document I was working on.
You/make/back-up files.

3 Put the verb in the appropriate form.

1 John sends his apologies. He (not attend) this meeting – he's on business in Birmingham.
2 We lost the contract because we rushed the preparation. If (have) more time, we could have done a better job.
3 You're still here! Sorry, I (tell) you – we finish at 4.30 on Fridays.
4 Why didn't he ask me? If (ask) me, I could have told him what to do.
5 Success is all about hard work. If I (work) so hard, I wouldn't have been where I am now.

4 Complete the text using the correct forms of the verbs in brackets.

Rose Marie Bravo's work for Burberry



During Rose Marie Bravo's time as CEO, Burberry faced a number of challenges. The first was the need to control the vital overseas markets such as Spain, Japan, and Asia in general. It ______________[1] (can/not/be) more than a few weeks into the job, before she started renegotiating production and distribution licences. If she ______________[2] (renegotiate) these licences, Burberry ______________[3] (lose) control of their own product.

A second challenge was that for a while the brand image was 'hijacked' by a section of society that included football hooligans and 'chavs'. In some places, if you ______________[4] (go) to a club wearing Burberry, you ______________[5] (not admitted). Some companies, concerned with preserving a pure image, ______________[6] (might/worry) about the association with such groups, and many people in the fashion industry thought that Rose Marie Bravo ______________[7] (should/do) something about the negative image. But her reaction was different: 'It's one of those trends that come and go. We can't dictate who can wear it or how they will wear it.'

However, the phenomenon of the 'chav' brought to everyone's attention the problem of piracy and the production of cheap counterfeit goods. Rose Marie Bravo saw this as a much bigger challenge to the 'pure' image of Burberry. If it ______________[8] (not be) for the chav issue, the question of piracy ______________[9] (not become) so apparent. By working to control the illegal production and import of cheap Burberry imitations, she ______________[10] (may/solve) the chav image problem at the same time.

5 Read the newspaper headline and a few extracts from the article.

1 Work in pairs and decide:
   a what the company might have done wrong
   b what the company should/shouldn't have done
   c what would or wouldn't have happened if they'd done things differently
2 Write the article.

Fashion company to go out of business as result of fire

... 500 employees have lost their jobs ...
... no computer back-ups ...
... fortunately no one was hurt ...
... lots of flammable materials ...
... designs for next year's season all lost ...
... locked store cupboard ...
... faulty electrics ...
... speedy arrival of firefighters ...
... poor staff training ...

Wordpower

Images and brands. Compound adjectives

1

1 Match the words *brand* and *image* with the definitions below.

a A type of product or group of products sold using a particular name, which is often the name of the company that produces them.

b The impression that a person, an organization, or a product, etc. gives to other people or to the public.

Source: *Oxford Business English Dictionary for Learners of English*.

2 Complete the sentences with either *brand*(*s*) or *image*(*s*).

a The advertisements are intended to improve the product's ______

b People tend to go on buying the same ______ of breakfast cereal.

c He helped to build one of the world's best known ______ .

d The industry suffers from a(n) ______ problem.

e We are trying to convey a(n) ______ of a safe, reliable ______ .

3 Which collocations are possible?

brand	image	
		conscious
		loyalty
		name
		marketing
		recognition

	brand	image
corporate		
own		
famous		
positive		
negative		

4 Choose four of the collocations and write a sentence for each.

2

1 What do you know about the Japanese retailer Muji?

- what is special about the design of their products?
- what sort of materials do they use?
- how do they use labels and signs?
- who do they use to design their goods?

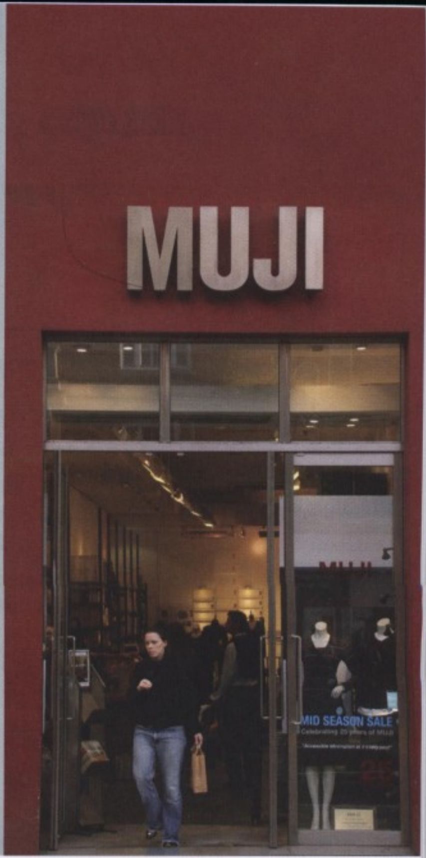
Read the article opposite and check your answers.

TOP DESIGNERS. NO BRANDS

Some of the world's top designers, reportedly including Jasper Morrison, Enzo Mari, and Konstantin Grcic, belong to an exclusive club. Yet they never meet and don't even know for certain who else is a member. These trendsetting designers create products for Muji.

Muji is short for Mujirushi Ryohin, Japanese for 'no label, quality goods'. Its 320 company-owned and licensed stores, most of them in Japan, aim to carry as wide a range as possible (5,000 at last count) of everyday items – from bed linen to food to furniture to pencils. Its design philosophy, however, means reducing these everyday products to their essential form – like a CD player with just a single dial, or a barbecue that can be folded away. Shelving and drawers are made from recycled paperboard and industrial shipping tubes, and wastebaskets from cardboard. In-store signs are close to invisible; products are displayed in plain plastic containers or unpainted wicker bins. And once you take off the price tag, not one of those products carries a label – not even a Muji label.

Muji designs nearly all its own products, employing some 15 designers at its Tokyo headquarters, where an 'advisory council' acts as guardian of the Muji concept. For 'breakthrough' products, like its CD player and its coffee maker, the council drafts big-name designers. But it keeps the identities of these contributors secret. Then, 'we ask these designers not to draw on their own creativity but on what they think a Muji design should be,' says Kei Suzuki, Muji's European CEO. That is, the designers' individual brands (and egos) submit to Muji's.



3 How many compound adjectives can you find in the article? Which nouns do they occur with?

Example *trendsetting* designers

handmade
hard-hitting
hard-nosed
groundbreaking
life-enhancing
light-hearted
moneymaking
self-made

4 1 Use the compound adjectives in the box to complete the sentences.

a The comedy programme takes a ____________ look at office life.

b The anti-smoking campaign used a series of ____________ ads.

c Richard Branson typifies the ____________ entrepreneur: he started with nothing and got to the top with hard work, skill, and a bit of luck.

d Josh was a ruthless, ____________ business person: he didn't care who he walked over to get the best deal.

e Beautiful ____________ leather sofas at half the usual price!

f Walking in the Himalayas was a truly ____________ experience: I discovered more about myself and where I wanted to be.

g He was always coming up with ____________ schemes, and if just one had been successful he might have been a millionaire.

h Her ____________ research into the treatment of neurological diseases earned her the Nobel Prize.

2 Why is there no hyphen in *handmade*, *groundbreaking*, and *moneymaking*? How can you check to see if a compound adjective has a hyphen?

5 Which product do you think this advert slogan was used for?

Lip-smackin', thirst-quenchin', ace-tastin', motivatin', good-buzzin', cool-talkin', high-walkin', fast-livin', ever-givin', cool-fizzin' ____________ !

Think of a product that you know well and which has a definite image in your mind. Make a similar slogan. You could use Muji, Burberry, or DeCoro.

Skills focus

Connected speech

1

1 Work in pairs. Discuss the question.

In what ways do native speakers swallow their words or link words together?

2 🎧 **8.3** Listen to what the experts say. In your language do you pronounce every letter in every word? What technologies, if any, have you used to help you improve your listening and pronunciation?

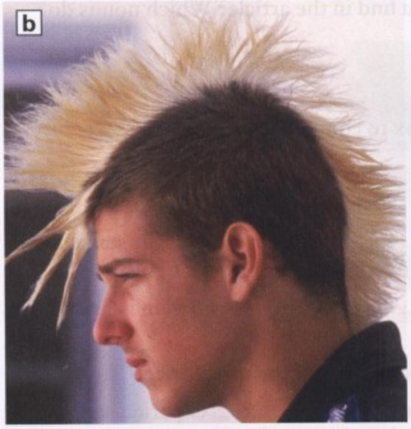
2 Which of the following might affect a person's chance of employment or career?

- age
- general physical appearance
- experience
- gender
- behaviour
- education
- social background

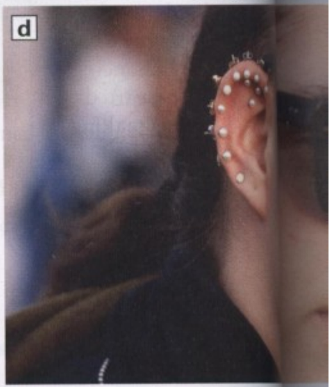
3 Here are some aspects of physical appearance and image. Match the photos with the names.

- height
- hairstyle
- clothes
- tattoos
- stubble
- smoker or non-smoker
- piercing

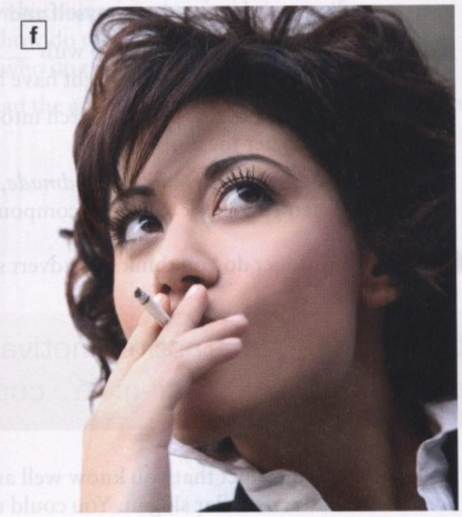

a


b


c


d


e


f


g

4 🎧 **8.4** Listen to this news programme.

1 What factors in **3** are mentioned?
2 What three things would executives consider doing to improve their career prospects?

5 1 🎧 **8.5a** Listen to these phrases. Which of the *r*, *d*, and *t* sounds in **bold** do you not hear?

'… if they thought it would boost their career'
'The survey found that most women would consider dying grey hair, though only about half of men would do it.'
'The vast majority of bosses say smoking at work …'
'And almost as many men as women would go on a diet …'

2 🎧 **8.5b** Listen again to the first two phrases. This time you will hear an American speaker. What do you notice about the /r/ sounds? Do people in different parts of your country pronounce sounds in very different ways?

3 🎧 **8.6** Spoken English avoids clusters of consonants as they are hard to pronounce. Listen and practise the following without pronouncing the letters in bold.

a I'm just looking
b rock and roll
c you mustn't tell him
d two sandwiches
e Wednesday next week



6 Words often link together, for example, we say *a quarterof*, and *dowit* in this sentence. When do we link words in this way?

'a quarter of executives would do it'

🎧 **8.7** Listen and then practise saying the following using linking sounds.

a a number of people
b a quarter of them
c she wants to eat
d let's do it then go out



7 Work in groups. How important is personal image in your country? What are the main status symbols, for example, luxury cars, designer clothes, private education?



Focus on functions

Giving and reacting to bad news. Proposing solutions



1 The *Latin Goes East* tour is halfway through, but there is a problem. Read Pei Lin's email from China to Diego in London.

1 What crisis has occurred on the tour?
2 What possible solution does Pei Lin propose?
3 What two expressions does Pei Lin use to break the bad news to Diego?
4 How does she present her solution? Is she confident about it?

Subject: Tour problems

Dear Diego
I hope all is well back in London. I'm sorry to have to tell you this, but things are not going well here. I'm afraid we've got a problem on the tour: Frits has had some bad news from home and he has to go back – in fact he's flying out tonight.
It's not his fault and obviously he has to go, but it does leave us in a very difficult position as we've still got nearly half of the tour to go, and we've had one or two difficulties with some of the musicians (which I won't go into here).
I've been thinking about what to do, and at the moment the only solution I can think of is to see if that Danish person we short-listed for the Tour Manager position with Frits is still available. Could you look up his details and contact him for me?
I'll phone you when you're in the office to discuss.
Best wishes
PL

2 Look at the phrases and match them with the situations.

I'm sorry to have to tell you this, but …
Oh no, what now?
That's a terrific idea.
Here's something I think you might like.
I've thought of another solution.
The only solution I can think of is to …
It sounds like you've got some real problems.
Wow, that is bad news.
It's terrible news about …
That's great.
I'm afraid we've got a problem.
I don't know about how you'll feel about it, but here goes.
How about if …
I've got to tell you there's been some more bad news.

a breaking bad news
b reacting to bad news
c giving good news
d reacting to good news
e proposing a solution

Pocket Book p. 24

3 8.8 After reading Pei Lin's email, Diego phones her immediately. Listen to his call.

1 What is his proposed solution to the Tour Manager crisis?
2 What new crisis has emerged with the band Los Vasos Llenos?
3 What is Diego's proposed solution?

4 8.8 Listen again.

1 Which of the phrases in **2** are used?
2 What other phrases does Diego use to propose a solution?

5 Diego has spoken to the band. He is reporting his discussion to Pei Lin. Write the dialogue using the notes below and the function prompts in the boxes.

Diego	I've spoken to the band. **Bad news:** still splitting – three members going home.
Pei Lin	**React**
Diego	**More bad news:** one member is going out with a member of another band, and she wants to go home too.
Pei Lin	**React**
Diego	However… **Good news:** persuaded band leader and guitarist to stay on.
Pei Lin	**React** But problem of concert organization.
Diego	**Propose solution:** reorder running order for concerts, also have guest spot for local musicians to perform alongside Latin bands.

6 Work in groups of three. You are holding a meeting to discuss the situation and some problems you have with the *Latin Goes East* tour in one of the countries.

Student A: Member of IntEx staff. Look at Information File 11.
Student B: Regional organizer for the country. Look at Information File 12.
Student C: Manager of the concert venue. Look at Information File 13.



REVIEW UNIT D

▼ AGENDA
- ▶ Grammar 1–2
- ▶ Skills focus 3
- ▶ Focus on functions 4–5
- ▶ Vocabulary 6

This unit reviews all the main language points from Units 7 and 8. Complete the exercises, using the Pocket Book for the areas that you need to review.

1 Conditionals

Complete the email putting the verbs in brackets into the correct form.

Subject: Schedule

Dear Hyun-ji

Thank you for the schedule. I ________ [1] (just like) to add a couple of points. First of all, I ________ [2] (be really grateful) if you could send me a few more details about the location and then we can add attach these to the schedule. The second is, I wanted to ask if it ________ [3] (be) possible to arrange a buffet dinner on the night everyone is arriving? Normally at IntEx, if the hotel has a separate dining room, we ________ [4] (use) that. I just think this ________ [5] (get) everything off to a good start. Sorry, I would have asked you about this before, if I ________ [6] (think) about it.

In any case thanks for all your help. I don't know what I ________ [7] (do) if you hadn't been on the project – you've done a really great job and you really deserve that holiday. I am sure that if everything ________ [8] (go) to schedule, we ________ [9] (have) a really successful tour.

Many thanks
Pei Lin

2 Past modals

Work in pairs. Look at the sentences. Discuss if the modal in brackets would be possible and if it would change the meaning.

a He can't have read my email. (might not)
b They must have lost their way – that's why they are late. (should)
c She should have warned him. (must)
d We should have gone to the concert. (would)
e We could have met earlier. (can)
f He might have just been joking. (can)

3 Building a relationship

1 Write comments or questions for the start of an email for situations a–d.

a The recipient has just come back from holiday.
b The recipient has just been promoted.
c The recipient has just moved house.
d The recipient's favourite football team lost a big match on Wednesday.

2 Carl has just done a presentation. Rewrite the following email from his colleague so that it is less direct.

Subject: Presentation

Next time you do a presentation, think about the type of audience and the tone of your voice. Don't just read from your slides. Also, your presentation was too long; some people were falling asleep. By the way, a lot of people couldn't understand your English. Hope this helps.

4 Clarifying

Complete these sentences with a suitable word or phrase.

1 If you could just clarify what you ______________ 'not enough musicians'.
2 Basically what you're ______________ is that we will only have two musicians that night.
3 Sorry, in your opinion what ______________ is 'an unreasonably high cost'?
4 Sorry the line is bad, ______________ you ______________ sixteen or sixty?
5 OK, I ______________ what you mean.
6 And, ______________ if I am wrong, the concerts are all going to be held at night.
7 I ______________ wanted to check whether everything has been finalized.

5 Giving and reacting to bad news. Proposing solutions

Work in pairs. Pei Lin telephones Diego with some bad news. Using the information below improvise a phone call in which Diego should react positively and reassuringly to Pei Lin's bad news. One of you is Pei Lin, the other Diego.

Pei Lin's bad news	Diego's proposed solutions
three musicians are seriously sick	either try to work without them or use local musicians or fly out other musicians
Bob Miller is thinking of leaving IntEx	try to convince him to stay

6 Vocabulary

1 Circle the letters that are not usually pronounced in the following words.

mustn't Wednesday answered interested general everything business

2 Which of these compound adjectives have a positive meaning (P) or a neutral meaning (N)?

self-made hard-hitting light-hearted image-conscious groundbreaking trendsetting

3 Write sentences that include these phrasal verbs.

go about break down go into work out come up with put forward figure out

UNIT 9 Responsibility

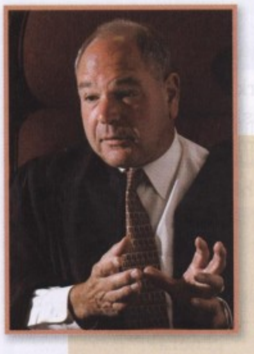
▼ AGENDA

- Defining and non-defining relative clauses
- Relative clauses and quantifiers
- *I wish / If only …*
- Verbs of permission and prohibition
- Verbs + infinitive, verbs *+ing*
- Structuring. Presenting key information
- Invitations. Expressing appreciation and disapproval

Language focus 1

1 Imagine you were the judge for these cases. What would your punishment be?

- abandoning thirty-five kittens in a forest on a cold night
- calling a police officer 'a pig'
- constantly annoying neighbours by playing very loud music
- speeding near a school



Read the article about Judge Cicconetti and compare your decisions.

OHIO JUDGE HAS REPUTATION FOR HANDING OUT UNUSUAL SENTENCES

Michele Murray anticipated a short jail term for abandoning 35 kittens in a forest. She never expected to be sentenced to spend a night in the woods. In the event it was so cold that she spent just three hours in the open before being taken back to a warm prison cell, but Judge Mike Cicconetti had made his point. He wanted the 26-year-old Ohio housewife to feel the same pain as the animals she dumped, many of which later died.

'You don't do that. You don't leave these poor little animals out and, yes, I wanted to set an example for her future conduct or anybody else who was contemplating doing such a thing,' the plain-speaking 54-year-old judge said.

Judge Cicconetti's unusual ruling was just the latest example of his unique brand of 'creative justice', which has won him national acclaim.

Cicconetti, whose views are shared by many members of the general public, said he began offering creative sentencing when he was getting lots of cases of people speeding in school zones. Eventually he got sick of it and thought why not force these people to confront the danger that they are creating?

He offered violators a choice: have their licence suspended for 90 days, or have it suspended for a shorter period and spend one day working as a crossing guard. He said those violators who he had spoken to and reasoned with and who had then spent a day shepherding school kids across the street never appeared in his courtroom for speeding again, even if they previously had multiple offences.

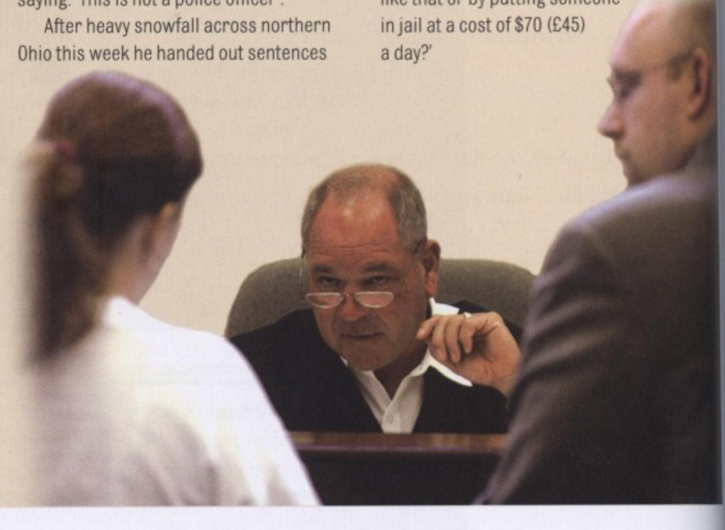
He sent a man caught with a loaded gun to the mortuary to view dead bodies, and ordered teenagers who had let down tyres on school buses to throw a picnic for primary school children.

He has ordered noisy neighbours to spend a day of silence in the woods, or to listen to classical music instead of rock. And a man who called a police officer a pig was sentenced to spend two hours standing in a pen with a pig on a city sidewalk with a sign saying: 'This is not a police officer'.

After heavy snowfall across northern Ohio this week he handed out sentences involving clearing snow instead of jail. 'People will say that it is cruel and unusual punishment – I hear that all the time. But what is cruel and unusual punishment? Is it a little bit of embarrassment and humiliation? The old ducking chair they used to use in England, that's cruel and unusual.'

'But when you have people out there fulfilling these sentences, you are doing it for them and the victims and the community.'

The offenders have a choice: jail or a creative sentence. He said: 'What could be better than shovelling snow for senior citizens? Do we serve the community better like that or by putting someone in jail at a cost of $70 (£45) a day?'



Defining and non-defining relative clauses

There are two types of relative clauses.
Defining relative clauses give essential information about the subject.
Non-defining relative clauses give information which is not essential.

Find examples of defining and non-defining relative clauses in the examples.

1 He wanted the housewife to feel the same pain as the animals she dumped, many of which later died.
2 I wanted to set an example for her future conduct or anybody else who was contemplating doing such a thing.
3 ... was just the latest example of his unique brand of 'creative justice', which has won him national acclaim.
4 Cicconetti, whose views are shared by many members of the general public, said he began offering creative sentencing when he was getting lots of cases of people speeding.
5 Eventually he got sick of it, and thought why not force these people to confront the danger that they are creating?
6 ... those violators who he had spoken to and reasoned with ... never appeared in his courtroom again.

Choose the correct word to complete the rules.

- Commas are used in defining/non-defining relative clauses.
- *That* can/cannot be used in non-defining relative clauses.
- *That* can/cannot replace *who* and *which* in defining relative clauses.
- If there is a preposition in a relative clause, it generally comes before the relative pronoun/at the end of the clause.
- We use *whose/who's* when we refer to something that belongs to the subject.

Pocket Book p.18-19

Practice

1 1 Complete the extracts with *who*, *which*, *whose*, and *where*.
2 Can you put *that* in any gaps in the texts? If not, why not?

1 Seth Mitchell, 46, of Kansas City, ______[a] is 1.80 m tall and weighs 116 kg, says he is obese, diabetic, and suffers from heart disease because fast food restaurants ______[b] he lives forced him to eat their fatty food four to five times per week. He filed suit against the four fast food restaurants all of ______[c] he says 'profited enormously' from him. He asked for damages because the eateries didn't warn him that junk food isn't good for him. If you had been the judge, ______[d] would you have found responsible – the restaurants or Mitchell himself?

2 A civil engineer, ______[e] has won many awards for her work and ______[f] uses computer software in her designs, has just finished designing a bridge. Before proceeding to the actual building stage she discovers a serious design flaw caused by the software, ______[g] if it had not been discovered would have caused the bridge to collapse. If the bridge had collapsed, ______[h] responsibility would it have been: the engineer's or the software company's?

2 Decide whether the information in **bold** is absolutely essential. If it is not essential, insert commas before and/or after the clause.

1 £50,000 was claimed by a literary editor **many of whose clients are celebrities** after he fell over on the way home after a long business lunch.
2 A professor **that got so drunk that he fell down a hill and broke his arm** decided to sue the pub for serving him so many drinks.
3 In an unusual case a woman **who used to wear unusual clothes to work** received damages after she had been humiliated by a co-worker **who laughed at her dress sense.**
4 A woman **whose expensive watch was damaged on a holiday boat trip** decided to sue the tour company for negligence.

Relative clauses and quantifiers

You can put quantifiers such as *all*, *each*, *some*, *several*, *many*, or *most* before *of whom* and *of which* to give extra information about the whole or part of a particular group.

- He deals with small crimes, most of which affect the local community.
- Five people were arrested, none of whom was carrying a passport.

Pocket Book p.19

3 Match the two halves of these sentences. Reword the sentences using a quantifier (*all*, *some*, etc.) and *of which*/*of whom*.

A
1 The judge wanted the housewife to feel the same pain as the animals.
2 The judge has convicted a lot of people.
3 The company has received many complaints.
4 Sixteen paintings were stolen from the gallery in 1957.
5 The woman received €15,000.

B
a The majority were from the public.
b She spent it all on a new car.
c Many of them had died.
d Few have recommitted the same crime.
e None of them were ever found.

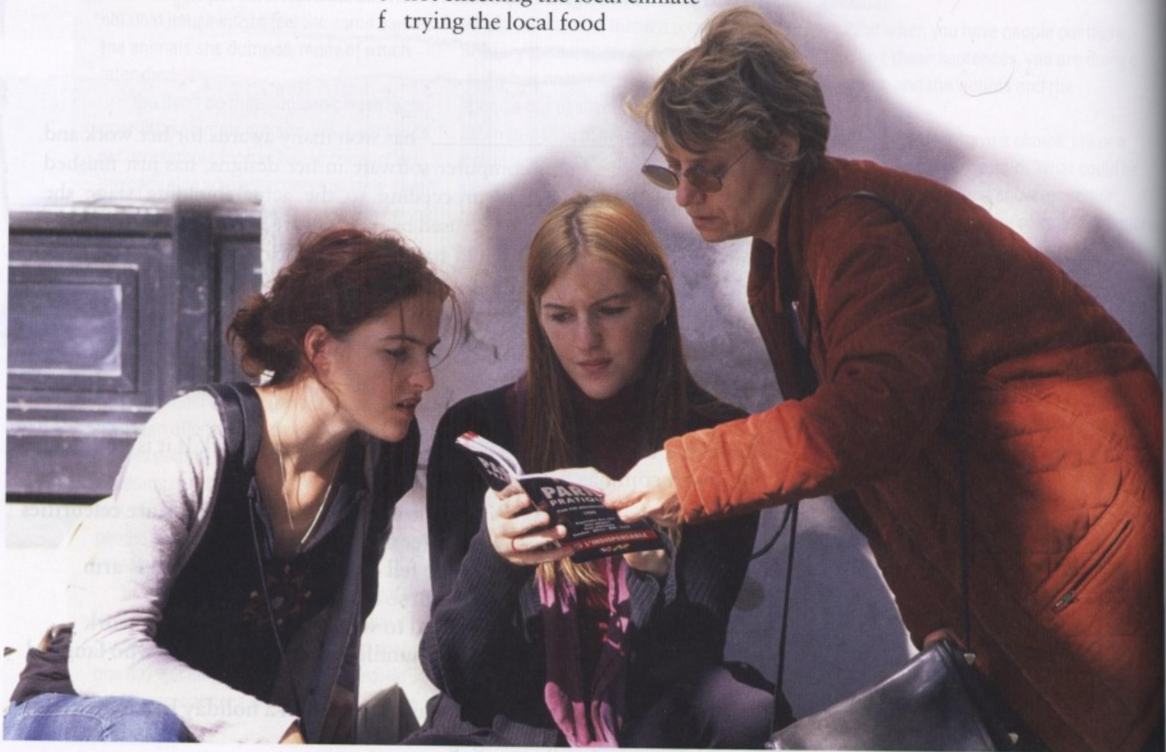
Language focus 2

1 Before you go on holiday to another country what sort of things is it a good idea to find out about? Add your own ideas to the list.

- the weather
- the food
- …

2 9.1 Listen and decide which things the female speaker regrets or wants to change.

a going on holiday
b not learning the language
c being rude
d not understanding the local culture
e not checking the local climate
f trying the local food



I wish / If only ...

Match the examples with the definitions and structures.

1 I wish I'd learnt the basic phrases for 'Hello', 'Thank you', whatever ...
2 I wish I could speak at least one more language.
3 If only I'd read a bit about the do's and don'ts.
4 I wish I liked fast food.

a *If only / I wish* + Past Simple
b *If only / I wish* + Past Perfect
c *If only / I wish* + *could/would* + infinitive

(i) to talk about present situations that we want to change
(ii) to talk about past situations we regret

Pocket Book p.7

Practice

1 Make one new sentence combining the meanings of the two sentences using *If only* ... or *I wish* ...

1 I haven't visited Bhutan. I would like to.
2 My partner smokes. I would like them to stop.
3 I regret the fact that I didn't pay much attention at school.
4 I eat too much junk food. I want to stop.
5 We had a terrible holiday in the USA. I had really wanted to go to Italy.
6 My friend failed his exams. He didn't listen to my advice.

2 Complete the sentences by putting the verbs in brackets into the correct form, and in the negative form where indicated. Then work in pairs to ask and answer the questions.

1 Which email messages do you wish you (never send) or (never open)?
2 What things do you wish you (know) before you started your current job?
3 What do you wish your boss/parents/friends (do) and (not do)?
4 What do you wish you (have) more time to do?
5 What do you wish you (not promise) your boss or partner that you would do?
6 What do you wish you (not have to) do at work?

3 Work in groups. Discuss the things you are most satisfied with so far in your career and in general. Are there any things you would do differently if you had the chance?



Wordpower

Verbs of permission and prohibition. Verbs + infinitive, verbs +*ing*

1 If you could ban something, what would it be? Here are some suggestions.

- car alarms
- dogs
- smoking in public places





2 What does the term 'New Puritanicals' refer to? Read the article. Do you agree with the things they want to ban?

The hit list of the New Puritanicals

Rachel Evans thinks smoking should be outlawed in bars, chocolate vending machines banned in schools, and four-wheel drive vehicles barred from cities. Evans is not alone. She is part of a growing army – coined the 'new puritanicals' – who would be happy to see restrictions on the hedonistic activities their parents once freely indulged in.

Cigarettes, alcohol, sweets, chocolates and holidays are just some of the vices on the hit list, says a new study carried out by the think-tank, the Future Foundation.

Its report 'Assault on Pleasure' reveals that more than a third of Britons believe we should think twice before giving anyone sweets or chocolates, eight out of 10 think alcohol should be banned at work, and nearly half think chocolate vending machines should be forbidden in schools and hospitals.

The bans should be policed, say the puritanicals, by strict punishments. Just under a third of people in the UK think pregnant women smoking in a public place should be given a caution by the police.

According to the research, a quarter of people feel that to preserve the environment, there should be strict limits on trips to beauty spots such as Dartmoor, and four out of 10 want to see 4x4s banned from city roads.

'Only a few years ago these results would have been unimaginable,' said Paul Flatters, editor of the report, 'but these days we are accumulating so many anxieties about our personal health and public environment that ever more of us seem ready to accept new ideas about what we and our fellow consumer-citizens should not be permitted to do.'

Can you think of other areas where the police should be able to caution and punish certain acts?

3 Match the verbs with their synonyms (words of the same meaning) and antonyms (opposite meaning).

	synonym	antonym
ban	make illegal	prevent
outlaw	prohibit	legalize
permit	conserve	widen
preserve	limit	allow
restrict	let	destroy

4 Complete the sentences with the verbs from **3** in their correct form. Then discuss the questions in pairs.

1 What things that are currently illegal in your country should be ________ and vice versa?

2 What does your country do to ________ the environment?

3 What kinds of cars and car devices (e.g. alarms) would you like to ________ from your town? Why?

4 How fast are you ________ to drive on your roads? Do you think these speed limits should be further ________?

5 Should drivers be ________ from using mobile phones in the car? If so, how?

5 1 🎧 **9.2** Listen to a conversation about Lee Kuan Yew, Singapore's prime minister from 1959 to 1990, and the changes he made in his country. After listening, choose the correct form of the verb to complete the sentences. Then answer the questions.

1 What didn't the government allow *to import/people to import*?
2 What were people forced *to do/doing*?
3 What did Lee want to prevent *to happen/from happening*?
4 What did Lee get ordinary people *to do/doing*?
5 Has Singapore managed *to avoid/avoiding* droughts?
6 What has Lee enabled his country *to become/becoming*?
7 What language did he make his people *to use/use/using*?
8 What did he ban the people *to do/from doing*?

2 🎧 **9.2** Listen again and check your answers.



6 Work in groups. Imagine you have joined the New Puritanicals or that you have set up your own form of government. Decide what you would:

- encourage/educate people to do
- let people do
- restrict people from doing
- prevent or ban people from doing completely
- force/order people to do.

Write a report on your decisions and show it to another group.

Skills focus

Structuring. Presenting key information

1

1 Work in pairs. Discuss the questions.

- In an email, what information should go in the a) subject line b) first sentence/paragraph?
- How important is paragraphing? Can I use bullets and numbering in an email?

2 🎧 **9.3** Listen to what the experts say. Would this advice be true in your country/language? Which of the three email types do you write most frequently?

2 Rewrite sentences 1–10 so that the concepts/parts in **bold** are at the beginning of the sentence. Use different words and phrases where necessary.

Examples *This report shows that a significant problem regarding the readability of our documents* ***exists****.*
This report shows that ***there is*** *a significant problem regarding the readability of our documents.*
It seems that they are ***not*** *interested in doing the writing course.*
They ***do not*** *seem to be interested in doing the writing course.*

1 In this section examples of how to organize a document **are provided**.
2 This approach, although very useful, has a number of **drawbacks**.
3 Although useful in documents, in emails **headings** are generally redundant.
4 I think that using Latin terms in documents is **not** a good idea.
5 Among the factors that influence whether people will understand your document are **layout and sentence length**.
6 In Table 1 are highlighted the **most significant factors** affecting readability.
7 Many documents are **written in a style** that is not very clear.
8 The errors in the report have raised **a number of issues**.
9 The number of times that emails fail to meet their destination is **very low**.
10 It is probable that **many emails** are sent unnecessarily.

3

1 Work in pairs. Discuss how you could improve the email below by:

- changing the subject (from *fyi* to what?)
- putting key information first (what are the key points?)
- highlighting what the recipient is expected to do (what and how?)
- breaking up the long sentences (where and how?)
- dividing up into paragraphs and/or bullets/numbers (where and how?)

Subject: fyi

Subject: fyi
Dear Jo
I am writing to inform you that we have been having a few problems with writing the manual such as not having all the information we require and losing the first draft due to a computer crash, and two members of our team have been off work with flu, and this hasn't been helped by the fact that we have also been asked to work on another project at the same time. I am really sorry about this, but it is possible that we won't have the manual ready until the middle of next month and because of this I was thinking that it might be an idea if you could let the client know about this delay and could you possibly ask Nathan Smith if he could lend us two members of his team to help us out. Oh and another thing, are you coming into the office next week because I have a couple of things to ask you about overtime and holidays?
Cheers
Ric

2 Turn to Information File 14 for a possible solution.

4. Work in pairs. Describe the last two or three emails that you have written. Say:
- who the email was to
- why you wrote it/what it was about
- what action you wanted from the recipient

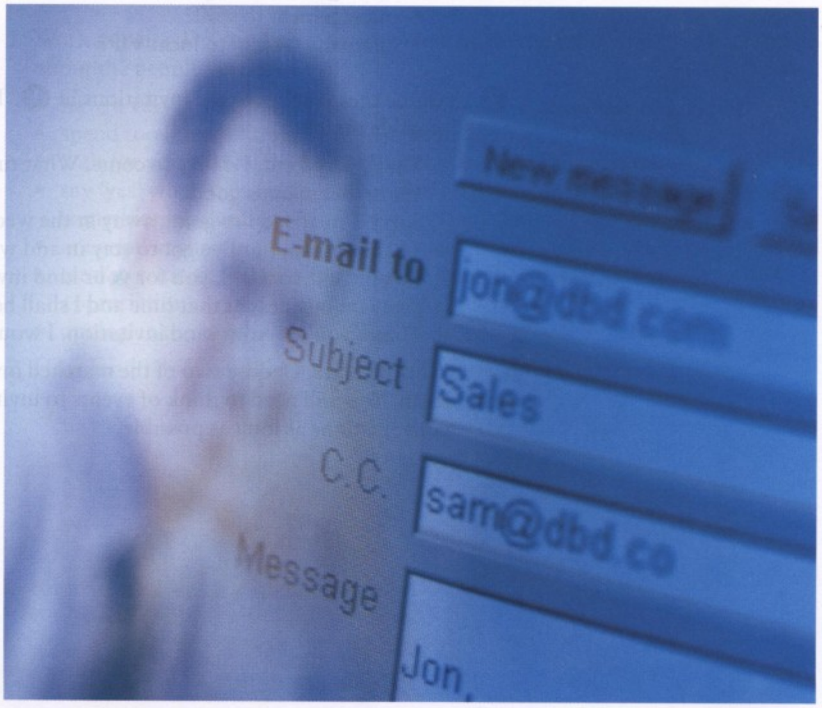
Suggest an appropriate subject line for the emails your partner sent.

5. Write the following two emails on the basis of the notes.

Main points	Email 1 To your teacher	Email 2 To your colleagues
subject	1) can't come to next lesson 2) can't do exam next month	1) change English lesson time from 10.30 to 14.00 2) social dinner next week
reasons	1) work meeting 2) work congress	1) always have meetings at that time 2) get to know new colleagues
action from recipient	cancel exam enrolment	1) OK for 14.00 2) time, place, day
other	apologize	

6. Write a short guide to writing emails by summarizing the points in the table below. Make sure your report has relevant topic sentences, a clear structure, and a conclusion.

Topic	Examples
recognizing level of formality	long vs. short words, abbreviations, omitting subject and auxiliaries, use of personal pronouns, salutations
using link words	clarification
being concise	passive vs. active, noun vs. verb, redundancy
building a relationship	social chatting, being indirect, use of *just*, *possibly*, *actually*
structure	subject lines, important information first, layout, punctuation



Invitations. Expressing appreciation and disapproval



1 The *Latin Goes East* tour has finished and a farewell party has been organized.

1 Look at the official invitation. Which of these phrases would you use in the heading?

a Fancy coming to …?
b If you're not busy on Saturday, would you like to come to …?
c We would like to invite you to …
d The Managers and Staff of IntEx wish to invite you to …
e Are you free on Saturday? How about coming to …?
f Junko, do you want to come with me to …?

2 Which of the phrases are more common either as written or spoken invitations?

3 Which of the phrases are appropriate for:

- friend to friend?
- colleague to colleague?
- management to staff?
- company official to local VIP?

2 Match these replies to the invitations in **1**. There may be more than one possible match.

1 That's very kind. I'd love to come. What time does it start?
2 Yeah, that sounds good.
3 Sorry, I'm afraid I'm going away at the weekend. Maybe some other time.
4 Thanks Erika, but I've got to stay in and work on a presentation. Sorry.
5 I would like to thank you for your kind invitation, but unfortunately I am away on business at that time and I shall be unable to attend.
6 Thank you for your kind invitation. I would be delighted to attend.

Work in pairs. Choose two of the matched invitations and replies and role-play them. You will need to think of events to invite each other to. Try to continue the conversations as long as possible.

3 9.4 Listen to the extracts of conversations between people at the farewell party.

1 Identify who is talking to who. Match extracts 1–4 on the recording with a–d below.

a Diego and Aleks (colleague to colleague)
b Diego and the manager of one of the venues
c Diego and the regional organizer
d a Latin American musician and an Asian musician.

2 In which of the extracts are the speakers:

a making an invitation/responding?
b asking for an opinion/expressing disapproval?
c expressing appreciation/thanking?
d expressing appreciation and asking if everything was OK/responding?

4 9.4 Listen again. Match A with B to make complete sentences.

A	B
1 I just wanted to	a what you did to get the concert hall ready.
2 I'd like to say	b I didn't think much of it.
3 To be honest	c their whole set was pretty weak.
4 In fact I thought	d thank you for all your hard work.
5 I really appreciate	e have such fine musicians performing in our hall.
6 It was an honour to	f it's been a pleasure working with you.

Pocket Book p. 26, 23

5 9.5 Listen to the conversation. At the party, Diego, Minh Thuy Bui (the regional organizer), and Aleks are discussing how the concert went.

1 What was the problem at the end of the final concert?
2 Is the venue manager unhappy about it?
3 What other phrases do the speakers use to express appreciation and disapproval?

6 Read listening scripts 9.4 and 9.5. If you were saying similar things to a colleague or a friend in your country, would you say them differently?

7 1 Work in pairs. Do you know any people who do the following? Tell each other about the people you know.

- have a very strong handshake or an over-enthusiastic way of greeting
- spend too long on 'small talk' instead of getting to the point
- wait for you to take the lead in any comments or discussions
- say 'yes' when they mean 'no', or don't tell you when they disapprove of something you've done
- are good at showing their appreciation
- tend to criticize and disapprove more than they praise, or express appreciation
- apologize too much

2 How far do differences in behaviour relate to national characteristics?

UNIT 10
Security

AGENDA
- Passives
- Easily confused words
- Phrasal verbs 2
- Note taking
- Wrapping up and reviewing a project
- Congratulating

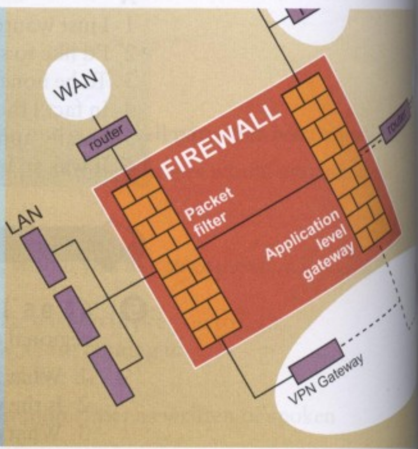
Language focus

1 What sort of problems are common with computers? Add your ideas to the list.

- problems booting up (turning on)
- the system freezes
- …







2 Match the computing terms with their definitions.

1	computer virus	a	when something that is normally protected is no longer secure
2	server	b	a computer system that provides services to other computing systems
3	security breach	c	computer programmes that identify and eliminate viruses
4	antivirus software	d	a way of restricting the operations that computers inside a network can perform with systems that are outside the network
5	proxy server	e	a computer programme designed to destroy computer systems
6	firewall	f	a system which works between a computer network and an outside server

3 1 What do you think is the missing part of this headline?

Computer viruses
Industrial espionage
Burglaries
Human error
Internet fraud
Terrorism

_____________ – the main risk factor in information security

2 Read the first paragraph of this report and check your answer to 1.

Businesses too often concentrate on technological solutions and ignore the main cause of information security breaches – human error. The Computing Technology Industry Association (CompTIA), who produce an annual study of information security and the workforce, says that a level of complacency is setting in.

The study suggests that people are responsible for almost 60% of information security breaches, compared to 47% in the previous year.

Brian McCarthy, Chief Operating Officer at CompTIA, said that businesses need a strong commitment to information security awareness and training throughout every level of the organization.

'The primary cause of security breaches – human error – is not being adequately addressed. The person behind the PC continues to be the primary area where weaknesses are exposed.'

Despite the prominent role that human behaviour plays in information security breaches, only 29% of the organizations feel their business needs security training. Only 36% offer end-user security awareness training.

The CompTIA study also revealed that the vast majority of businesses use firewalls and proxy servers (91%), and almost all (96%) use antivirus software. Disaster recovery plans, intrusion detection systems, and written information security policies are also becoming common.

Around 40% of organizations said they had experienced at least one security attack in the past year.

3 Read the rest of the article. What do these percentages refer to?

91%   60%   96%   29%   40%   36%

4 Look at the seven headlines from news reports. In groups discuss what you think the stories might be about.

1 MILLIONS LOST IN PASSWORD SABOTAGE
2 SCHOOLKIDS CHARGED IN MULTIMILLION ONLINE FRAUD
3 SECURITY ALERT AFTER GOVERNMENT PAPERS LEFT IN TAXI
4 SLEEP-TALKING BANK EMPLOYEE GIVES HIMSELF AWAY
5 JAPANESE COMPANY HIT BY MULTI-MILLION DOLLAR TYPING MISTAKE
6 THE ENEMY WITHIN: INSIDER KNOWLEDGE USED IN £220 MILLION FRAUD
7 PENSIONER FREED AFTER FBI BUNGLE OVER ID THEFT

5 Read the two news stories, A and B.

1 Decide which of the headlines in **4** they belong to.
2 How was each of the actual stories different to what you predicted?
3 Work in pairs. Choose a story, read it again, and then retell it to your partner without looking at the text. Ask each other questions for clarification.

A

Four Australian high school students, aged 15 to 17, have been charged with helping an organized criminal gang to steal millions of pounds from online bank accounts.

The criminals are said to have used bogus online adverts and spam emails to capture passwords and other bank details. The Australian teenagers were then recruited by the gang as 'mules' to aid the transfer of stolen funds into foreign bank accounts.

'Criminal gangs are getting more and more sophisticated with their tricks to make millions of pounds out of innocent people – tempting naïve teenagers with the opportunity of making a quick buck is another one of their schemes,' said Graham Cluley, senior technology consultant of the anti-virus software firm Sophos.

'It's reassuring to all online bank customers that these criminals are being uncovered and charged'. He added that caution will always be needed when banking online.

B

When police announced earlier this year that the London offices of a Japanese bank had been targeted by crooks trying to steal £220m, the case sent shockwaves across the City.

Certainly, the case qualified as one of the biggest attempted frauds of all time. But what really caught everyone's attention was that it was the bank's computers and networks which had been compromised. Hackers, the headlines screamed, were burrowing their way in past firewalls and security systems.

But the warnings were directed at the wrong threat. The bank had been threatened not from the outside, but from within. The attack was being carried out by insiders exploiting knowledge of the bank's practices to enable the crooks to install keyloggers on the right machines.

The keyloggers – software which records every keypress to record passwords and map networks – were targeted on the bank's SWIFT systems, set up to control transactions across the universal bank transfer network.

The plan was only foiled by a suspicious employee at an Israeli bank who queried one of the transactions. That allowed the bank to lock down its systems, prevent the transfers, and equip police to make arrests.

6 10.1 Listen to two other news stories, C and D.

1 Decide which of the headlines in **4** they belong to.
2 Compare the actual story to what you predicted.
3 Work in pairs. Read listening script 10.1 on page 130. Student A reads story C and Student B reads story D. Then retell the story to your partner without looking at the script. Ask each other questions for clarification.



Passives

Look at the examples. Which verbs are in the Passive or Active? How do we form the Passive?

a The primary cause of security breaches is not being adequately addressed.
b Disaster recovery plans, intrusion detection systems, and written information security policies are also becoming common.
c Four Australian high school students have been charged with helping an organized criminal gang to steal millions of pounds…
d The Australian teenagers were then recruited by the gang as 'mules'.
e We have noticed a lot more attempts recently.
f Caution will always be needed when banking online.
g When police announced earlier this year that the London offices of a Japanese bank had been targeted by crooks trying to steal £220m, the case sent shockwaves across the City.
h The attack was being carried out by insiders exploiting knowledge of the bank's practices …

1 Which of the passive sentences can be easily changed to active? Why?
2 Why is the agent not mentioned in the other sentences?

Pocket Book p.10

Practice

1 Here are four more headlines with ambiguous meanings. Expand them in two ways: first to indicate the intended meaning, then to indicate the unintended ambiguous meaning.

1 POLICE FOUND SAFE UNDER BLANKET
2 PASSENGERS HIT BY CANCELLED TRAINS
3 RED TAPE HOLDS UP NEW BRIDGE
4 POLICE SHOOT MAN WITH KNIFE

2 Work in pairs. Choose one of the three headlines for news reports you discussed in **4** which were not used in **5** and **6**. Write a news report for the headline. Try to use as many of the verb forms (Active and Passive) as possible. Then tell your story to another student.

3 1 Decide whether the verbs in **bold** in the following sentences can be changed into the Passive. If the verbs can be changed, is the sentence better in the Passive or the Active?

a Criminals **carry out** most bank robberies not with a gun and a mask, but with a computer and a keyboard.
b Security concerns **didn't worry** our parents' generation as much as they do us.
c They **will use** more and more sophisticated technology to counter ID theft.
d In fifty years' time **we'll be using** computer systems that are completely secure.
e Always make certain that you **back up** computer files on a separate and removable computer drive.
f In recent years travelling by air **has become** more dangerous.
g Governments and others **have used** concerns over security to increase their control over the public.
h Over the last few years governments **have been introducing** more and more serious security measures.

2 Work in pairs. Do you agree with the views expressed in the sentences?

Wordpower **Easily confused words. Phrasal verbs 2**

1 There are several reasons why words can be easily confused in English. Work in pairs. Can you think of words in these five categories that you have difficulty with?

- words which are the same or similar in your language, but which have a different meaning in English (e.g. agenda)
- words with slightly different meanings (e.g. opportunity/possibility)
- words with the same sound but a different spelling and meaning (e.g. saw/sore)
- phrasal verbs (e.g. put up)
- spelling mistakes (e.g. mispell misspell)

2 1 Choose the correct word in these sentences.

a I'm always very *excited/nervous* when I get on a plane, because I'm worried that something might happen.
b There were long queues at the check-in desk, but the officials *checked/controlled/inspected* things very well.
c The police monitored the *actions/activities* of the suspects twenty-four hours a day.
d Cities rely on *surveillance/surveys* to maintain security, but at the same time try to *avoid/prevent* limiting people's *personal/personnel* freedom.
e The IT department have tried to stop *hackers/hijackers* on a number of *events/occasions*, but *actually/currently* there is no 100% *effective/efficient* system available – although maybe there will be in the future.

2 Write sentences using the words that were **not** correct in the sentences above.

3 Read the story *False alarm leads to tube shutdown*.

1 What was the misunderstanding that led to the emergency?
2 Find examples of words from 2.
3 Can you find eight phrasal verbs in the headline and article? Some of them are used more than once – do they always have the same meaning?

FALSE ALARM LEADS TO TUBE SHUTDOWN



Public-spirited pensioner George Wilkes set off a major security alert yesterday on the London Underground. George was suspicious when two men with rucksacks got on at Piccadilly Circus and sat next to him, talking in hushed tones.

At one point he heard one of them say, 'But I don't want to be a terrorist'. The other replied, 'Nor do I, so the only answer is to hijack.' This was enough for an increasingly nervous George. He got off at the next station and reported what he had heard to the station attendant.

In a very efficient operation, the two men were picked up on a video surveillance camera as they got off the train a few stops down the line and were immediately arrested. The whole area was closed off. The men were told to take off their rucksacks and turn out the contents. When the police inspected them, they found only jumpers, bottles of water, and personal stereos.

It turned out that the two students were about to set off on a trip around Europe and had actually been discussing how they didn't want to be tourists, but travellers, and as they had very little money they would need to hitch-hike.

An embarrassed George later apologized for his over-zealous actions. 'I'm getting on a bit nowadays, and my hearing isn't as good as it used to be. My wife gave me a good telling-off, I can tell you!' But officials said that events like this, though inconvenient, showed that the public were being vigilant.

4 The words *shutdown* and *telling-off* from the headline and article are examples of phrasal verbs that have become compound nouns.

1 Can you rewrite the sentences with *shutdown* and *telling-off* using the phrasal verb?

2 Choose the correct nouns in these sentences.

a Several *bystanders/standersby* were hurt when the bomb **exploded**.

b This new anti-virus software represents a *breakthrough/throughbreak* in IT security and will **reduce** online corporate fraud.

c The airport had to increase security whilst also trying to **manage with** government *backcuts/cutbacks*.

d He **blamed** his life of crime **on** his *bringingup/upbringing*.

3 Change these sentences using a noun derived from the phrasal verb in italics. You may need to make other changes to the sentence.

a There have been a number of houses which *have been broken into* in our street in recent weeks, but the police have refused to **investigate** them.

b I'm sorry we **arrived** so late. The traffic *was held up* because of a security alert.

c Several people who were *passing by* just ignored the victim's cries for help and **continued** as if nothing was happening.

d The crime was very well-planned and the gang thought they had **escaped capture for** it, but after the police *had been tipped off*, they were arrested in a series of dawn raids.

4 What do you notice about the spelling of the phrasal verb nouns?

5 Look at sentences a–d in questions 2 and 3 in **4**. Can you substitute a verb in **bold** in each sentence with one of the following phrasal verbs? Make any other changes that are necessary.

carry on	cut down	deal with	get away with	go off
look into	put down to	get in		

6 Work in pairs and discuss the questions.

1 When do you get nervous?
2 When do you get excited?
3 What are your favourite leisure-time activities?
4 Has your computer, or the computer of anyone you know, ever been hacked into?
5 Have you ever hitch-hiked anywhere?
6 Have you ever set off on a journey and realized you have left something really important behind?
7 Have you ever been really worried about something, but then it turned out to be a great experience? Or the reverse?
8 Have you ever given away your password or PIN by mistake?
9 Have you ever been caught by a speed camera?
10 Do you feel more or less secure in your daily life than you did five years ago?

Skills focus

Note taking

1

1 Work in pairs. Discuss the questions.

- At a lecture or presentation is it best to take notes in English or my own language? What preparation can I do?
- When English speakers take notes, what abbreviations do they use?
- How do I know when a speaker is moving on to a new point?

2 🎧 **10.2** Listen to what the experts say. Are their ideas the same as yours?

3 Work in pairs. What do they mean by *tuning in*? What techniques for note taking do you use in your own language? Could these be easily transferred to English? Do you use any English abbreviations in your text messages?

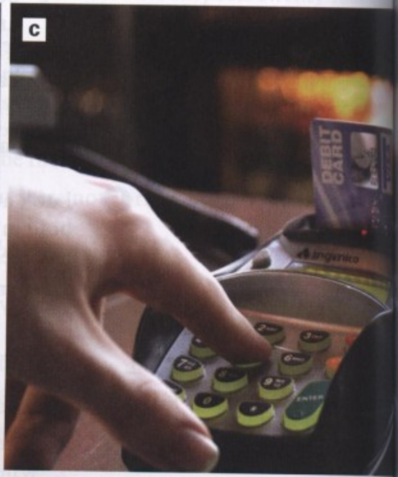
2

1 Match the photos with the names.

CCTV (closed circuit television)	fingerprinting
iris identification	credit rating
phone tapping	airport security checks













2 Discuss these questions in pairs or small groups.

- How often do you think you are monitored by CCTV?
- Would/Do identity cards help prevent terrorism?
- In which cases is phone tapping acceptable?
- Which institutions are allowed to know your credit rating?
- Are lengthy airport security checks worth the inconvenience caused to passengers?

3 What limits, if any, do you think there should be on the use of security?

4 1 🎧 **10.3** Listen to the first part of the lecture. Make notes under these two headings:

The definition of privacy	What is private information?

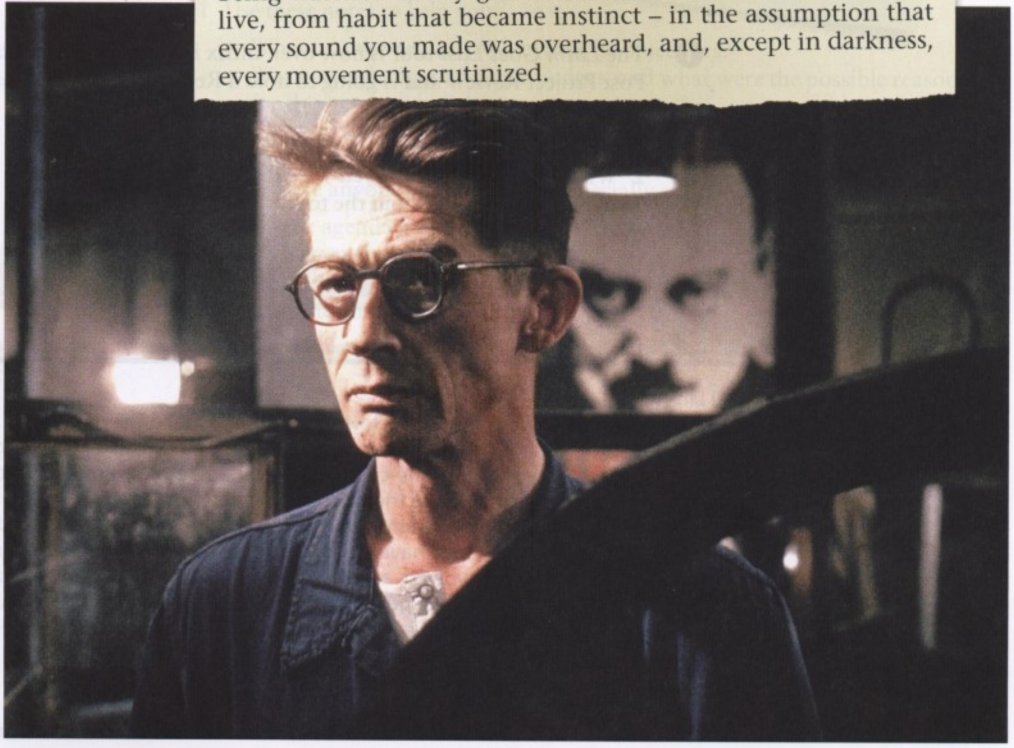
2 Work in pairs and compare your notes. Did you note down the same information? Did you use the same abbreviations?
3 🎧 **10.3** Listen again. Did you miss much information the first time?
4 How much privacy do you think people in the public eye are entitled to?

5 1 🎧 **10.4** Listen to another extract from the lecture. Note down how many times the speaker's voice changes tone significantly in order to introduce a new topic or highlight a key idea.

2 🎧 **10.4** Listen again and take notes. Then use the notes to write a short summary.

6 Read this extract from *Nineteen Eighty-Four* by George Orwell. How soon, if ever, do you think this situation will become a reality?

> There was of course no way of knowing whether you were being watched at any given moment … You had to live – did live, from habit that became instinct – in the assumption that every sound you made was overheard, and, except in darkness, every movement scrutinized.



Wrapping up and reviewing a project. Congratulating



1 The *Latin Goes East* tour is now over. IntEx is in the process of carrying out its Post Project Review and is going to hold a Review Meeting in London. Read the email from Bob to Pei Lin.

1 Is he going to participate in the Review Meeting?
2 What does he mean by *a few hiccups*?
3 How positive is he about the tour?

Subject: LGE Review

Hi Pei Lin
Thanks for your email. No, you're right. I won't be able to make the meeting in London. With Aleks over there for the new project, someone's got to look after the shop here! But I'll certainly come in on the phone-conference link – at least, for my budget report. I'm afraid I won't be able to wrap up the finance completely by the time of the meeting because there's still one or two outstanding issues, but I'll have a pretty good idea. The agenda looks fine to me, and I haven't got anything to add – except of course to pass on my congratulations to all involved, especially Diego. You all did a really fantastic job. In fact looking back on the whole experience I think IntEx can feel proud of what we've achieved. True, there were a few hiccups along the way, but we coped with them well and we've learnt a lot about how to run these projects in the future.
Bob

2 🎧 **10.5** Listen to the first extract from the Project Review Meeting.

1 Does Pei Lin think that the tour was 100% successful?
2 What is the new project that Aleks is helping with?
3 What two things is Diego congratulated for?
4 How did Diego solve the final problem?

3 🎧 **10.5** Listen again and complete the extracts.

I wanted to use this meeting to ____________[1] the whole tour. This was a large and new project for us, and I think that it's very important that we ____________[2]. *My personal feeling is that* ____________[3] *it went very* well and we can all feel ____________[4]. At the same time, however, we shouldn't be too complacent – there are definitely ____________[5]. You've all seen the reports and ____________[6], which is the first main item on the agenda, and we'll ____________[7] that soon.

I also ____________[8] by giving special thanks to Diego, who, as you all know, came out ____________[9] and saved the day. Thanks Diego, and ____________[10] doing such a great job: ____________[11] to take over the Tour Manager role at a tricky time, ____________[12] the difficulty we had with the angry venue manager after the last night concert in Hanoi. ____________[13]!

4 🎧 **10.6** Listen to a later extract from the meeting, when Bob is concluding his budget review. In which order do you hear these words and phrases?

in a nutshell	well done!	going to leave us now
over-budget	take care	taking all things into account
the bottom line is	bear this out	to do with reviewing details
I'd like to congratulate		

Pocket Book p.29

5 Work in groups. Role-play a Project Review Meeting for a project related to your work.

1 Use these notes to help you.
   - What was the project? What were its objectives?
   - Was it over-budget or under-budget, and what were the possible reasons for this?
   - Think of a crisis that occurred on the project and how you dealt with it.
   - What communication channels did you use? Were they effective?
   - Is there anyone who should be especially congratulated?

2 Write the agenda for the Project Review Meeting. Use the example of the *Latin Goes East* agenda to help you.

3 Discuss each of the issues in the meeting, and remember to consider lessons to be learnt for next time.

REVIEW UNIT E

▼AGENDA

- Grammar 1–3
- Skills focus 4
- Focus on functions 5
- Vocabulary 6

This unit reviews all the main language points from Units 9–10. Complete the exercises. Use the Pocket Book for the areas that you need to review again.

1 Defining and non-defining relative clauses

Complete the sentences by writing *that* where possible. Otherwise, complete the sentences with *which*, *who*, *whom*, or *whose*.

Subject: Concert feedback

Dear Diego
Thanks for your ideas for the next tour ______[1] were really useful. I just wanted to give you some feedback on the concerts done so far, most of ______[2] seem to have gone really well. The one ______[3] was the most successful was the third, ______[4] I think was probably down to the venue – it was such a great location. I'm a bit worried about the first and fourth ______[5] only a few people came to, half of ______[6] actually left in the interval. Could you investigate this?
Cheers
Pei Lin

PS I've remembered the name of the band ______[7] song was on the radio: it's *Los Vasos Llenos*. It was the song ______[8] they play as their encore. Amazing!

2 Regrets and wishes

1 I wish I *started/had started* learning English when I was younger.
2 I wish it *rained/would rain*; all the grass is going brown.
3 I wish I *didn't/wouldn't* have to go the meeting tomorrow.
4 If only you *told/had told/would tell* me you weren't coming to the meeting yesterday.
5 Today he came on time but I wish he *would come/had come* on time to every meeting.

3 Passives

Where possible, convert these active sentences into the Passive. You don't need to add an agent.

1 We'll do it tomorrow.
2 They are working on it now.
3 She had already built it.
4 He has been studying it all morning.
5 They hired him last year.
6 Oh no! My computer's crashed!
7 They don't speak English there.

4 Wrapping up and reviewing a project. Presenting key information

Simon is a team leader. His team have just finished a major project and he writes an email very quickly at 5.00 p.m. on Friday to congratulate them. Read the email and then rewrite it to present the key information better.

Subject: great!

Dear All
Isn't it absolutely incredible that after all the hard work we've done and all the people that we've spoken to, that without going over budget or having any other problems, the project has finished successfully. I don't know about you but I just want to say well done and I'd like to congratulate every one of you by inviting you to a dinner on Saturday 19th August. To put it in a nutshell it was an absolute pleasure working with everyone. I felt that as a team we worked really well and I am sure that the announcement of our results on Friday will bear this out. By the way could you say whether you can come to the dinner that I mentioned.
Thanks again everyone,
Simon.

5 Invitations. Expressing appreciation and disapproval

Write answers to the sentences below. Follow the instructions in *italics*. Make sure you respond with an appropriate level of formality.

1. Hey, fancy going to the cinema tonight? *decline invitation, give excuse*
2. Would you mind doing a presentation on how the tour has gone? *accept, ask for details*
3. We would like to have the pleasure of your company for dinner on ... *accept*
4. I was wondering whether you might be free next week to come over to our office to discuss the proposal. *accept and suggest a day and time*
5. Thank you for all your hard work. *express appreciation*
6. I would be interested in hearing your opinion of the venues for the concert. *express disapproval*

6 Vocabulary

1. Write synonyms for each of the following verbs.

   permit   preserve   restrict   outlaw

2. Write sentences that highlight the difference in meaning between these pairs of words:

   check/control   avoid/prevent   actually/currently   personal/personnel

3. Match phrasal verbs 1–4 in A with the synonyms a–d in B.

A	B
1 carry on	a explain
2 put (something) down to	b investigate
3 look into	c continue
4 get in	d arrive

Information files

File 1

Student A

For the first conversation you are Pei Lin talking to Bob. For the second conversation you are Aleks talking to Bob. Use the notes to guide the conversation.

Conversation 1

You are Pei Lin. You make the call to Bob.
Start the conversation with some 'small talk'
Subject: Plan to do a tour of Latin music in Asia.
Thoughts?
Key question 1: which countries? Suggest: Japan, South Korea, China, Taiwan, Vietnam, Thailand, India and Pakistan. Thoughts?
Key question 2: Funding opportunities. Government sponsorship?
Key question 3: Suggest using regional organizers to help with detailed arrangements. Any contacts?
Close conversation.

Conversation 2

You are Aleks. You get a call from Bob.
Respond to Bob's opening
OK Japan and Taiwan.
Vietnam – Minh Phu Nguyen
China – Zhu Wei Wei
Korea – ??
Thailand – ??
Agree re India and Pakistan.
Six still too many – leave out South Korea or Thailand?

File 2

Student A

1 The computer analyst is going to explain the office network system. He's (______) going to show the staff how to use it. (also)
2 (________) the economic situation is improving, the company is going ahead with its downsizing programme. (although)
3 We could replace the item he bought. (________________) we could offer him a refund. (Alternatively)
4 (___) everyone has been delayed by the flooding, let's postpone the meeting till tomorrow. (as)
5 The product launch wasn't a big success (_____) a big sales campaign. (despite)

File 3

Work in groups of four. You work for different branches of a multinational company. You are planning an Open Day at your headquarters to show your international clients what you do (the clients will be visiting a trade fair being held at the same time). You are holding a phone-conference to discuss:

- date and timing
- food, drink, and entertainment
- who to invite as guest speaker (celebrity?)

You should each take a different role: chair, plus a presenter for each of the three agenda items. Think of information to present about your item, and also questions to ask and points to make about the other items.
Hold the phone-conference, including small talk and beginning by checking everyone can hear properly.

File 4

Student A

Welcome C (the regional organizer for Japan) who has just joined the meeting. Open this stage of the meeting by outlining the items to be discussed.
Introduce item 5 (final dates for itinerary): Are there any problems? Invite B to speak about them. Ask for C's opinion.
Move onto item 6 (publicity leaflet - see bottom of page 59): Ask for opinions about the design, layout, and photos. Ask for suggestions for a slogan. Some suggestions:
Experience the rhythms and sounds of Latin America.
A cultural experience to remember.
Get down to the Latin sound!
Close the meeting.

File 5

Optional activity

You are organizing a special one-week international programme, inviting colleagues from around the world (Europe, Asia, South America, and North America). You are holding a meeting to discuss the events and activities programme for the week. Here is the agenda:
Agenda: Events and activities programme

1 Welcome reception – making the guests comfortable
2 Outdoor excursions and activities: two half-days and three evenings – something exciting and different!
3 In-house entertainment programmes – any suggestions?
4 Final evening party

Work in groups of three or four. Appoint one person to chair the meeting. Role-play the meeting. Ensure everyone is involved, and make notes of any decisions that are made. Use the phrases presented earlier in this section.
When you have completed the meeting, discuss in your groups how it went. Did you feel comfortable and involved? Did you use the phrases presented earlier in this section?
After your discussion, repeat the role-play of the meeting, changing roles if you want.

File 6

Chain 1

A Introduce yourself – going to the conference?
B Good to hear from you – which conference? Product Promotion? – if so, yes
A Confirm Product Promotion – planning to get there a couple of hours early – meet and maybe do something? – opening speaker sounds interesting, so want to be there for that – free evening
B Ask for clarification on:
- arrival time
- meet: where? do what?
- opening speaker?

A Give clarification.
- Ask about B's arrival plans.

B Give information.

Chain 2

B Driving to airport – share cost? – and the driving?
A Ask for clarification on:
- whose car?
- what time depart?
- parking at airport?

B Give clarification.
- Ask about dress code – clothes to take (and is there a gym/pool at the hotel?)

A Give information.
B Thank A.
- Ask for clarification on what you're expected to do at the conference, and who else is going.

A Give clarification.

File 7

Student C

You are concerned about the arrangements for the Japanese part of the tour, particularly the day of arrival.

The concert venue is Club Quattro Shibuya, which is located in central Tokyo and has a capacity of 700. In the *Time Out Guide to Tokyo* it is described as: 'One of the pleasantest venues in Shibuya, located inside a department store. Has the feel of a TV studio, with the band only slightly raised from the mostly standing crowd.' (ideal for the Latin Goes East tour).

The journey from the airport will take at least an hour, and setting up for the concert could take another two hours.

The scheduled start for the concert is 20:00.

You are also arranging a welcome reception for the bands on the same night – if possible, before the concert.

File 8

Student B

You have the itinerary for the tour (see below).

You are worried about the tightness of the schedule, i.e. arriving in Tokyo from Seoul and having to get from the airport to the venue in time for the concert. Same for Shanghai to Bangkok.

You hope that C, as regional organizer for Japan, will be able to advise on the Tokyo schedule.

Latin Goes East Tour

7th May to 28th May

South Korea → Japan → Taiwan → China → Thailand

Wed 10 May	Concert 2 – Seoul	
Thu 11 May	Fly to Tokyo; Concert 3 – Tokyo Welcome reception (before or after concert?)	Only available flight KE5701 arrives Tokyo Narita 16.10. Time to venue??

Sat 20 May	Fly to Beijing; Concert 9 – Beijing	Early morning flight
Sun 21 May	Day off (Beijing); evening flight to Shanghai	
Mon 22 May	Concert 10 – Shanghai	
Tue 23 May	Fly to Bangkok; Concert 11 – Bangkok	Morning flight, but is there enough time to set up for concert?

File 9

Student B

1 The computers were recalled (___) batteries catching fire.
(due to)

2 Sainsbury's delivery costs are lower. (_______), more people shop online with Tesco.
(Even so)

3 You could write to the sales manager (_______) wasting your time with a call centre.
(instead of)

4 (_________) with other companies in this sector, Global Services has a more multinational staff.
(In comparison)

5 The company will have to offer an attractive salary, (_________) graduates will go elsewhere.
(otherwise)

File 10

Student B

Conversation 1

You are Bob. You receive a call from Pei Lin.

Respond to opening 'small talk'

Give opinion on the proposal

Respond to question about countries to visit – eight too many, six better, drop India and Pakistan

Respond to question about funding – try governments, but also suggest record companies.

Respond to question about regional organizers – good idea, you and Aleks will contact people.

Say goodbye

Conversation 2

You are Bob. You call Aleks.

Explain the reason for calling, deciding regional organizers:

Japan - Will contact Hana Fujimoto in Japan (old friend)

Taiwan - Will contact Pamela Wang (knows friend of mine)

China, South Korea, Vietnam, Thailand - Aleks to contact. Any contacts?

Suggest leaving out India and Pakistan.

Six OK? Your thoughts?

File 11

Student A

You are holding a meeting to discuss the situation and some problems you have with the Latin Goes East tour in one of the countries.

You are a member of IntEx staff. You have two pieces of bad news to tell the others. You also have proposed solutions, but wait to see if the others have a solution before you present yours.

Bad news
1 One of the bands is not able to perform tonight.
2 Flights have changed and the bands will have to finish without encores.

Proposed solutions
1 Ask some local musicians to perform a guest spot.
2 Start the concert earlier.

File 12

Student B

You are holding a meeting to discuss the situation and some problems you have with the Latin Goes East tour in one of the countries.

You are a regional organizer. You have two pieces of bad news to tell the others. You also have proposed solutions, but wait to see if the others have a solution before you present yours.

Bad news
1 Concert clashes with a big football match on the same night.
2 Haven't sold many tickets.

Proposed solutions
1 Do some extra last-minute leafleting.
2 Give free tickets to local music club or university students.

File 13

Student C

You are holding a meeting to discuss the situation and some problems you have with the Latin Goes East tour in one of the countries.

You are a venue manager. You have two pieces of bad news to tell the others. You also have proposed solutions, but wait to see if the others have a solution before you present yours.

Bad news
1 Have to close half the hall because of safety problem.
2 Not enough security staff available.

Proposed solutions
1 Reduce the ticket allocation.
2 Hire university students as extra staff.

File 14

Subject: delay in manual; overtime + holidays[1]

Dear Jo

I am afraid we may not have the manual ready until the middle of next month.[2] Could you:[3]

- let the client know about this delay
- ask Nathan Smith if he could lend us two members of his team to help us out?

I was also wondering if you are coming into the office next week because I have a couple of things to ask you about: [4]

- overtime
- holidays.

I am really sorry about this delay with the manual. This is due to the fact that first, we don't have all the information we require and second, we lost the first draft due to a computer crash. Also, two members of our team have been off work with flu. This hasn't been helped by the fact that we have also been asked to work on another project at the same time.

I hope this isn't going to cause you too many problems.[5]

Cheers

Ric

1 This gives recipient a clear idea of what to expect in the message – this is also known as the topic sentence. Note that some experts say that if you have two important points to make, then it may be better to send two different messages.

2 The key information is now in the first line (which is the line that the recipient is most likely to read). The explanation of why the manual has been delayed is of secondary importance and so appears towards the end of the email.

3 The recipient now has clear instructions about what to do. These points can either be bullets or numbers.

4 The writer now introduces the second main point. In the original email no indication was given regarding what the writer wanted to talk about. By providing this information the recipient has a chance to think about the problem beforehand.

5 The writer shows empathy towards the recipient.

Listening scripts

UNIT 1

1.1

Sergey Brin is the co-founder of Google. He was born in 1973 in Moscow, Russia, and moved to the US when he was six. He began a research project with Larry Page in 1996, and launched Google in 1998, when he was 25. By 2006 his net worth had grown to an estimated $12.9 billion, making him the 26th richest person in the world.

Jane Tomlinson has completed an Ironman (a 4km swim, a 180km bike ride and a full marathon – to be done inside 17 hours), has done the London Marathon three times, the New York Marathon, and three London Triathlons. On Thursday 29 June 2006, Jane set off on her biggest fundraising challenge yet – a gruelling 4,200-mile cycle ride across the United States, which was the greatest endurance feat ever to be attempted by someone with terminal cancer. Her aim is to raise over £1,250,000 (US$2million) for UK- and American- based cancer and children's charities.

Zhang Ziyi originally trained in traditional Chinese folk dance. When she was 15 she decided to pursue a career in acting and enrolled in the Central Academy of Drama in Beijing. Her first major film, *A Road Home*, won the Jury Grand Prix Silver Bear at the 2000 Berlin Film Festival. She then starred in *Crouching Tiger, Hidden Dragon* which won four Academy Awards including best foreign film. Ziyi is also a successful model and is the ambassador to Asia for Christian Dior. She has also done work for Louis Vuitton, Visa (including their award winning commercial), and Tag Heuer.

Tim Berners-Lee built his first computer with bits of old televisions, soldering iron, and old microprocessors when he was at Oxford University. He then did various jobs as a software engineer. In 1984 he worked for CERN (the European Organization for Nuclear Research) where he developed a project that allowed people to work together by combining their knowledge in a web of hypertext documents. This became what we now know as the World Wide Web. In 1994, Tim founded the World Wide Web Consortium at the Massachusetts Institute of Technology. Since that time he has served as the Director of the World Wide Web Consortium which coordinates Web development worldwide.

Wangari Maathai was born in Kenya in 1940. She founded the Green Belt movement in Kenya in 1977, which has planted more than 10 million trees to prevent soil erosion and provide firewood for cooking fires. In December, 2002, Wangari Maathai was elected to Parliament, and was named as Kenyan Deputy Minister in the Ministry of Environment, Natural Resources and Wildlife in January, 2003. She received the Nobel Peace Prize in 2004.

1.2

A radio broadcast from Russia

We are here at Star City in Kazakhstan a few minutes before the launch of Vostok, the Russian Soyuz rocket carrying Anousheh Ansari who is the first female space tourist, or private space explorer as she prefers to be known.

Anousheh is originally from Iran but moved to the United States when she was 16. At that time she only spoke French and Farsi. She set up Telecom Technologies in 1993 with her brother and husband. The start-up grew rapidly and employed 250 people. She sold the business for hundreds of millions of pounds. With the money in her bank account, she signed up as a passenger on a Russian space flight through *Space Adventures*, a specialist space flight company. She had originally been scheduled to take part in a later launch but got a place on this flight when Daisuke Enomoto, a Japanese businessman, had to withdraw.

Mrs Ansari has trained for six months to prepare for this trip and will spend eight days in orbit. She is travelling with two crew members, the Russian Pavel Vinogradov and Jeffrey Williams of the USA.

She told the press before the launch that she hopes that she will inspire a new generation of women. 'This is a dream I've had since childhood,' she said as she climbed aboard the spacecraft.

1.3

Let's look first at verbs. Generally speaking, verb phrases which include a preposition are less formal than single verbs. So, for example, 'I'll sort it out' is less formal than 'I will rectify the problem' and 'He's considering handing in his resignation' is more formal than 'He's thinking about quitting'.

Different groups of users, for example, young people use different levels of formality. For example, a person over 50 would probably not say 'mega' and a person under 20 would not say 'enormous'. Similarly with 'brill' and 'excellent'.

Between friends and people we know well we tend to shorten sentences. For example, 'Coffee?' would be understood as 'Would you like a coffee?' and 'Door!' would be understood as 'Could you close the door, please?' 'I look forward to seeing you tomorrow' would be a simplified 'See you tomorrow.'

Auxiliary verbs 'be' and 'have', and 'will' and 'would' are often shortened in informal writing and speech to 'I'm', 'I've', 'I'll' and 'I'd', whereas in more formal communication they would be used in their full form. So 'I'll be in touch soon.' in a more formal situation would be 'I will contact you nearer the time.'

When we are exchanging information with someone, in more formal situations we would not normally use phrases like 'loads of' or 'masses of'. Instead we would try to give more precise details.

When we greet people we use phrases like 'Nice to meet you', or even more formally 'How do you do' rather than 'Hi' or 'Hiya'. 'How are you?' would be more formal than 'All right?' or 'How're things?'

When we write an email or letter, 'Dear' is more formal than 'Hi', whereas 'Bye for now' would be more informal than 'With best regards' or 'Yours sincerely'.

1.4

A=Aleks, PL=Pei Lin

A Hello, IntEx Melbourne. Aleks speaking. How can I help?

P Hello, Aleks. This is Tao Pei Lin from the London Office.

A Oh, hi.

P Hi there. I don't think we've actually spoken before.

A No, I don't think we have. I met Diego when he was over here last year, but I think we've just exchanged emails. Good to talk to you at last.

P You too. How are things over there at the moment?

A Quite busy. We've got a few projects happening.

P OK. Well, I'm calling you because Diego and I have been working on a project that we wanted to discuss with you – and Bob – to see what you thought. Basically, what we want to do is put together a tour of Latin American music and take it to Asia. What do you think?

A Mmm. Sounds interesting. Tell me more.

P Well, it's very early stages, but the plan is to have a range of music from Brazil, Chile, and Peru. We've spoken to a number of bands and got quite a lot of interest. Now it's a question of thinking about locations, dates, and funding. But first I just wanted to see if you thought it had potential.

A Oh definitely.

P Obviously there's a lot to sort out, but in principle you think it's a good idea, it'll work?

A Without doubt.

P Good. One of the main issues is funding and I know Bob's going to be worried about that. We thought there might be a possibility of government funding from some of the host nations. Any thoughts?

A OK. I'm not really sure about that. We tried that with another project but didn't get much joy. But I'll talk to Bob and see what he thinks.

P Great. Could you?

A He's out at the moment, but I'll talk to him as soon as he's back. I've got to say it all sounds very exciting.

P Yes, we're excited here too. Well, look, I'd better be going, I don't want to keep you too long.

A No, that's fine.

P Give my regards to Bob, and tell him I'll call him when he's had a chance to think about it.

A Certainly, and say hi to Diego for me.

P OK. Nice to talk to you. Bye.

A And you. Bye.

UNIT 2

2.1

R=Reporter, L=Lynne, M=Manager

R How do you feel about working here, Lynne?

L I've been working here for twenty years and I've always done more than I have to. It's mainly because it's just a fun place to work. People tell jokes, play pranks now and again, but when there's a deadline to meet everyone gets on with their job.

R And how about the working environment? I noticed a lot of people wearing casual clothes, chatting in the coffee lounge.

L Yeah, I've never seen anyone in a suit in this part of the building. We're the creative end of the business.

R What about Internet access? Are there any limits on that?

L Only sensible ones like no pornography or gambling. Otherwise we can use it whenever we like.

R How about online gaming?

L Well, if you spend all your time playing games, you're not going to get much work done, but that's up to you.

2.2

Biologist is rated the nation's single best job in terms of low stress, high compensation, lots of autonomy, and tremendous hiring demand. Lumberjack was rated the worst job, according to *The Jobs Rated Almanac* by Les Krantz.
Biologist displaces financial planner, which was ranked as the nation's best-rated job last year, but still makes a strong showing in the No. 3 spot this year. Actuaries, who work autonomously and with little stress helping insurance providers and others determine risk, rose to No. 2. Computer systems analysts and accountants round out the top five.
Although the Monty Python comedy troupe made famous the song, 'I'm a Lumberjack and I'm OK', the life of professional lumberjacks couldn't be much rougher. In terms of work instability, poor pay, and pure danger, lumberjack ranks as one of the nation's worst jobs. Prospects aren't much better for commercial fishermen, cowboys, ironworkers, and seamen, who labour aboard commercial ships among pirates and hurricanes.
The criteria to determine the most and least appealing career opportunities include environment, income, employment outlook, physical demands, security, and stress. Each occupation is ranked using data from such sources as the US Bureau of Labor Statistics and the US Census Bureau, as well as studies conducted by a wide range of trade associations and industry groups.

2.3

CT1=Central Trains employee 1, CT2 Central Trains employee 2

CT1 Have you seen the report on that Nigerian girl?
CT2 Who was that?
CT1 Well, her name is Ade Sodeinde. She was here on a year's placement before she went to Birmingham University to study engineering.
CT2 That must have been boring.
CT1 Apparently, it wasn't. She had a great time.
CT2 Really? I'd have thought she'd be making tea and doing the photocopying.
CT1 No. She was really keen and started working on the problem of trains running late.
CT2 Mmm. That would have kept her busy.
CT1 Absolutely. It seems that the trains were always delayed leaving the depot which meant that the drivers wasted time while the safety inspections happened and the trains were cleaned.
CT2 Sounds familiar.
CT1 So basically passengers were waiting on the platform while all this was happening. Anyway, she found out that the tracks in the depot needed upgrading. Once they'd been replaced, the trains got to their starting platforms quicker and everything ran on time.
CT2 Wow. She sounds pretty bright.
CT1 Well, she had the motivation. An experience like that will put her at the top of the job ladder.

2.4

Companies with the happiest and most engaged employees, such as Ms Sodeinde, have the most satisfied, highest-spending customers.
The problem with trying to make employees engaged and happy, however, is that happiness is so elusive. In spite of enjoying increased longevity, better health, and unprecedented prosperity, most people in the developed world are no happier than they were 50 years ago. People with enough money to eat and house themselves are happier than the hungry and homeless. But, beyond that, more money does not make you happier.
The same applies at work. Americans earning more than $50,000 a year are only slightly happier than those earning less than $15,000.
So how do you make employees more engaged and content? Companies need to look at the way people derive happiness from groups. What makes people content is being respected by members of groups they respect. Ms Sodeinde did not work alone, of course; she was part of a team. But people are happiest not only when they are respected members of a team they admire but when the team and the company are respected by the world outside.
Being part of a trusted, honest group is an indispensable component of employee happiness and engagement. So is establishing ties with colleagues you respect. When groups appear to be performing, companies should hesitate before disrupting them. The vogue for forming new teams for each task may work in companies small enough for everyone to know each other. When people constantly have to establish new links of trust, customers will probably suffer. Companies should think hard, too, before they outsource the work of a functioning team. The company you outsource to may be a happy, engaged bunch, but I wouldn't count on it.

2.5

P=Pamela Wang, B=Bob Miller

1

P Hello. Pamela Wang speaking.
B Hello, this is Bob Miller from IntEx Melbourne. You don't know me, but I was given your name by a contact of mine, Joo Shin Lee, from Eastern Tours.
P Oh, yes.
B She said you might be able to help us. Have you heard of Intex?
P No, I haven't.
B Well, we organize cultural and educational programmes throughout the world, and at the moment we're planning a tour of various Asian countries by a group of South American musicians. It's called 'Latin Goes East'. We're looking for regional organizers to help us with the project. Would you be interested in helping us in Taiwan?
P Yes, I think so. It depends on a few things obviously …
B Obviously …
P When are you planning the tour for? I've got quite a few tours of my own coming up.
B Next spring, probably around May time. Do you think you'll be free then?
P I'll check, but I think so. Have you got any information you can send me about what's involved?
B Yes, of course. I'll send you the project outline, what we want the regional organizers to do, remuneration rates, and so on. Could you give me your email address?
P Yes, it's 'p-w-a-n-g', all lower case no punctuation, 'at internet dot tw'.
B Great. And do you think you could send me your CV, for our records?
P Sure. What's your email?
B 'bob miller at intex dot co dot au'. That's great.
P Yes, it sounds good. I think I'm definitely interested.
B Well, er, right, so bye for now then.
P OK. Thanks for calling. Bye.

2

H=Hana, B=Bob

H Hello. You have reached Hana Fujimoto of the Sydney office of Australia-Japan Exchange Enterprises. I'm afraid I'm not at my desk right now, but please leave a message and your number and I will get back to you as soon as possible. Alternatively, you can send an email to 'hfujimoto@ajee.co.au'. Thank you.
B Hello Hana. This is Bob from Intex Melbourne. I hope you're well. I'm phoning to see if you can help with another project we're planning. We're looking for regional organizers in Japan to help with a South American music tour next year. I wondered if you had any names and contact details of people who might be interested. Give us a call when you get a moment – you've got the number. Or an email's fine. Thanks. Bye for now.

3

T=Nguyễn Khánh Thể, A=Aleks

T Nguyễn Khánh Thể.
A Hello. My name's Aleks Syska and I work for an organization called IntEx?
T OK.
A Have you heard of them?
T Yes, I have. In fact I was enrolled on one of your e-training programmes for event organizers a couple of years back. It was very good. I learnt a lot.
A That's good to hear. Oh yes, that's right, I should have realized – that's where I got your details from, of course! I'm sorry to call you out of the blue like this …
T Hey, no problem.
A But we're looking for regional event organizers for a tour of South American music and culture that we're planning to take round Asia, including probably a couple of events in Vietnam. It's going to be next spring. I was wondering if you'd be interested?
T That sounds really interesting. Did you say next spring?
A Yes, are you available then?
T Ah, no. Sorry. I'm going to the States for six months in January, working for the Vietnamese Tourist Office in New York. That's a shame.
A Yes – but exciting for you.
T I tell you what: I know a couple of other guys who may be interested, and they've done that sort of thing before. Do you want their details?
A That would be great. I'll get a pen.
T I guess I could send an email, then I could give you a bit of background on them.
A Of course.
T What's your address?
A It's aleks syska spelt A-L-E-K-S-S-Y-S-K-A all one word at intex dot co dot au.
T OK I'll send that to you. Nice to talk to you. Good luck with the project – and thanks for thinking of me.
A That's fine. Thanks for the contacts – and good luck in New York.
T OK, goodbye.
A Bye.

UNIT 3

3.1

Does blogging work? It seems that it does. Jeff Jarvis started his blog in 1995, complaining about a Dell computer that he'd just bought. He wrote blogs every week describing the service that he received from Dell. He was very direct in his criticism and described all the conversations he had, the emails he sent, and the reactions he received. His blog started to become famous and more and more people started their own blogs complaining about Dell. At the time, if you Googled 'Dell service problems', you would get 2,950,000 hits. Finally, Jarvis wrote to the Chief Marketing Officer of Dell. It was only then that he received an apology and was offered a refund. Jarvis then went on to become one of the most famous bloggers with his 'BuzzMachine' blog.
In a more recent case, Dell, Hewlett Packard and Sony recalled their computer batteries which were catching fire, after bloggers had brought the problem to the public's attention. They put pressure on the manufacturers to do something by helping the US Consumer Product Safety Commission (CPSC) conduct an investigation into the burning batteries.
However, bloggers should be careful about the comments they post. Companies can turn nasty

if they think the comments are false or libellous. Take the Dutch Royal Shell Group, for example, when they obtained a restraining order on a former Shell employee who made claims against the company.

3.2

There are as yet no agreed rules of etiquette about the use of mobile phones during business meetings in the UK. Do you switch your phone off, discreetly, before entering a meeting? Or do you take your phone out and make a big ostentatious show of switching it off, as a flattering gesture conveying the message 'See how important you are: I am switching off my mobile phone for you'? Then do you place your switched-off phone on the table as a reminder of your courtesy and your client's or your colleague's status? If you keep it switched on, do you do so overtly or leave it in your briefcase? Do you take calls during the meeting? Then what about lunch? Is it acceptable to switch your phone back on during a business lunch? Do you need to give a reason? Apologize? My initial observations and interviews suggest that more insecure people tend to take and even sometimes make the calls during a business lunch – often apologizing and giving reasons, but in such a self-important 'I'm so busy and indispensable' manner that their apology is really a disguised boast. Their higher ranking, more secure colleagues either leave their phones switched off, or, if they absolutely must keep them on for some reason, apologize in a genuine and often embarrassed, self-deprecating manner.

3.3

I phoned Andrea from my office, but she was on the phone to someone. So I sent her an email and asked her to call me. She didn't reply, but she said she phoned me as soon as she got the email. When she called, *reception put her through to someone else, so she didn't get through to me* but a guy in another department. Apparently, she didn't hang up and they got chatting, and by the end of the phone call he'd asked her out on a date. And she said *'Yes'. I can't believe it.*

3.4

I=Interviewer, D=Daniel

I So, Daniel, you've been reading the article *Evolution, Alienation and Gossip* by Kate Fox, author of *Watching the English*. Could you summarize some of her thoughts for us? For example, how much time do we actually spend gossiping?

D What Ms Fox says is that about two thirds of all conversation is gossip. It's our human equivalent to animals grooming each other. Animals will clean each other's fur for hours on end. It's a social thing among animals, often they are actually perfectly clean but the grooming takes place anyway.

I Like a kind of social bonding.

D Precisely. And mobile phones have allowed us to return to a pre-industrial age where people would sit around gossiping. They provide us with an antidote to the pressures and alienation of modern life.

I We tend to associate women with gossiping but is that actually true?

D Actually, a study conducted by Kate Fox showed that thirty three per cent of men indulge in mobile gossip almost every day compared to twenty six per cent of women.

I But do men discuss the same subjects as women? Or are some topics just typical of men?

D They do. But men tend to talk more about themselves, but they're not actually as proficient at gossiping as women.

I What do you mean by 'proficient'?

D Well, women provide much more detail and talk in more animated tones and they're very good at giving feedback. But funnily when investigating these differences, Ms Fox found although men do perhaps talk more about politics, work, art, and academic matters, they only do so when in front of women.

I To impress the women, to show off their knowledge of particular things.

D That's it, but when they are on their own they chat about the same things as women.

I What about texting?

D Well texting has helped a lot of teenagers overcome their shyness and they now communicate more frequently and with more people than they used to.

I So who do we gossip about?

D Friends, family, work colleagues, but even people who we've never actually met like soap opera stars and football players.

3.5

B=Brian, R=Rachel

B I'm pretty sure that countries like Germany, Italy, and Spain originally used dubbing in the 1930s and 40s to defend their national language.

R Apparently, they even used dubbing as a form of censorship to protect their regimes.

B Actually, I think it was as much a problem of illiteracy as anything else. You know, in that period a lot of people wouldn't have even been able to read the subtitles.

R As a general rule, I think it is the countries with smaller populations that opted for subtitles, you know, Scandinavian countries, and places like Holland, Greece, and Portugal.

B Yeah, and these are the countries where at least the younger generation tend to speak the best English.

R Yes, whereas larger countries with a much larger audience, can actually afford the costs of dubbing. In Italy, for example, it is a huge industry and they are so good at it that you *hardly notice it has been dubbed at all*. Even the actors who do the dubbing are quite famous and some do more than one actor, like the same guy does Robert de Niro and Sylvester Stallone.

B *So he just has to hope that these actors don't appear in the same film!*

R Incidentally, did you know that in Poland they used to use the same actor for every single part, male and female, of pretty much every single film? Essentially, it is just a voiceover rather than dubbing.

B I think the attitudes of audiences are changing. For instance, in Spain it was mainly art films that used to be subtitled, so this meant subtitling became associated with something rather elitist. But nowadays the Spanish are getting used to seeing commercial films subtitled. It is seen as educational too. Personally, I prefer it.

R There was a similar situation in France. I remember that the only place you could get to see a film in the original language was in Paris, but I think it is something like half of films are now subtitled, and they're shown all around the country.

B And DVDs too are changing the way we watch films, since we can choose the language and the subtitles.

R Interestingly, in Denmark, which was the first country to introduce subtitles along with France in 1929, quite recently they actually produced dubbed versions of films for home videos.

3.6

D=Diego, PL=Pei Lin, B=Bob, A=Aleks

D Is everyone picking up all right? Pei Lin?

PL Yes.

D Bob?

B I'm getting a bit of echo, and you sound very faint.

D Is that any better, Bob?

B Yes.

D Aleks?

A Yes.

D OK. How are things in Melbourne? Keeping busy, I hear?

B You could say that. You've given us a lot of work with this one!

A But it's a great project.

PL Did you get the audio files I sent you?

A Yes, it's great music. Even Bob's been tapping his feet!

D OK, well, I think you know the agenda. We'll start with Bob giving us some information on funding issues. Then Pei Lin's going to talk about where we are with the Tour Manager appointment. And finally Aleks will update us on the regional organizers. Can I just remind you all to say your name when you speak, so we know who's talking? OK Bob, do you want to start?

3.7

B The first thing to say is … oh, sorry, this is Bob …The first thing to say is that I think funding is going to be a big issue on this project. There's a lot of expenditure involved in bringing the bands over – and I think we're looking at six bands at the moment, aren't we, Pei Lin?

PL That's right, but it could drop to five. Also some of these bands have a lot of musicians, so air fares and accommodation are going to be high.

B This is Bob again. Then there's the cost of venue hire, staffing, and so on. We've got to make sure the budget is tight and accurate, because we don't want to be draining money from other projects. Sponsorship is going to be a key part of bringing this in on budget, and I've been in touch with a lot of organizations – record companies mainly – and I've got a very positive response, so I'm optimistic.

PL Bob, can I just interrupt for a moment? This is Pei Lin. What about government sponsorship from some of the countries we're bringing over?

B Good point. I was just coming to that.

PL Oh, sorry.

B No, no problem. I'm not getting much joy at the moment, but I think it'll come. The problem is that a lot of organizations haven't set their budgets yet for next year. Some of the Asian government culture departments have already offered funding, so we're getting there.

D OK, if I can just come in here. This is Diego. Great Bob. Thanks for that. So really it's just a question of getting some accurate figures together and ensuring it balances?

B You make it sound so easy!

3.8

D OK. Let's move on. Pei Lin, tell us about the Tour Manager appointment.

PL Thanks, Diego. We've had a few problems finding someone to meet all the requirements we're looking for – experience of managing a tour is the main one, but we also want them to have a knowledge of Latin American music, and experience of working in Asia. Diego and I have narrowed it down to a shortlist of two, and we think we have a front-runner, but we wanted to get your advice. Diego, do you want to tell them about the short-list?

D OK. This is Diego. Yeah, the second choice as far as we're concerned is a guy called Kit Pietersen. He's Danish, been a tour leader on a variety of trips – mainly tourism rather than cultural or educational – but he knows his music. He's done a lot of work in the Far East, taking European groups to China, Japan, Vietnam, and so on. He speaks a little Chinese and Japanese, and even a few words of Vietnamese.

B Sounds good … Bob here, by the way … What's the other person got that Kit hasn't?

PL Pei Lin speaking. It's really experience of musicians. We thought it was more

important to have someone who we could be sure could look after the musicians – you know what a temperamental bunch of people they can be! The other guy, Frits Hunsel, is from Suriname and he's worked with central and South American musicians and bands for 20 years, taking them on tour, mainly in Europe and the US. So he's got the tour manager experience, the music background, and the people management skills, but no real experience of Asia. What do the rest of you think?

A Aleks here. Well, I think the regional organizers will help with the Asian side of things, and it won't be so important for the tour manager to speak the local language. I've been impressed with the quality of people we've been getting, and I think if we brief them and monitor them carefully, it'll be fine.

D Yeah you're right… this is Diego, But I do worry a bit about Frits' lack of experience of Asian culture.

A Diego – Aleks again – isn't there a session on the e-training events management course about cultural awareness and working with local people?

D Yes, that's true.

A Why can't we put Frits on the course? What are your thoughts about that?

PL That's a good idea, Aleks.

B So it's decided: we go for Frits.

3.9

D OK, let's move on. Aleks, would you like to tell us about the regional organizers? You've already mentioned they're good quality.

A That's right. I think we've got…

B Hold on, I'm losing you Aleks. This is Bob. I can't hear what you're saying – there's a high-pitched noise going on.

D Bob, have you got your phone on speaker-phone? Try taking it off, and just pick up the receiver.

B Oh, that's better. Sorry about that. Sorry Aleks, what were you saying?

A I was just saying that we've made definite appointments in four of our six countries: Vietnam, Thailand, Taiwan, and Japan. Excellent people, some of whom have worked with us before. They're already investigating local venues for us and putting together publicity proposals.

PL And what about China and South Korea?

A I'm having a few problems there. Anyone got any suggestions?

PL I've got some old family contacts in Hong Kong. Is Hong Kong on the itinerary?

D Yes, it is.

PL In fact I think I've got a cousin who runs a theatre over there – she might know someone. I'll drop her a line.

A Could you? That would be great. I'm sure we'll find someone in South Korea – there's plenty of time.

D Thanks Aleks. Do you think you could send us out the names and profiles of the ones you've appointed? Is anything planned in the way of training and briefing?

A Oh yes, I forgot. We're hoping to have a meeting with them all – in Hong Kong actually – in three months time. It's a sort of get-to-know-you group bonding thing, because then we will have done most of the training and organizing via email.

D Right, I think that about finishes it. Has anyone else got anything they want to add? …No? OK. I'll get the minutes of this sent out to you. Bob, if you could send in the draft budget proposal.

B Fine.

D And Aleks, the regional organizers list.

A OK.

D I can send those out to you all at the same time. Pei Lin did you want to say anything?

PL No, just thanks for your time – I know it must be the middle of the night in Melbourne.

B Never mind – we don't have time to sleep!

D So, yeah, bye everyone.

UNIT 4

4.1

CD=Chira Dhaliwal, I=Interviewer

I Chira Dhaliwal is typical of the new generation in India – hard-working, ambitious, and has the potential to earn as much in a year as their parents did in a lifetime. I talked to Chira on the Mumbai University campus.

I Have you thought much about what you are going to do after you graduate?

CD Absolutely. I'm going to work for a BPO company.

I BPO?

CD Business Process Outsourcing. They're companies, like Intelnet, for instance, that deal with customers in the UK in insurance, banking, and so on.

I Right. and what sort of salary would that be?

CD At the beginning I'll be earning £2,000 a year. By the time I'm 25 I should have saved up enough to buy a car.

I So you'll have a pretty good lifestyle.

CD I hope so! I'm going to spend lots of money on clothes and go out to lots of clubs and parties.

I You'll need to be up early the next morning though.

CD That's true. I'll have to be a bit sensible (laughs).

I What are your long-term plans?

CD Basically to be able to live away from home and have more freedom. I'll have saved enough money to buy an apartment in about five years.

I Over the next few years the BPO business is expected to continue expanding rapidly with growth of up to 50% a year. So there'll be plenty of jobs for people like Chira. I asked her what kind of preparation she'll have to do to stay ahead of the competition.

CD Well, most people are likely to have some sort of training to get them ready. Accents are the first thing people usually work on. We need to be able to speak so that the typical customer can understand us. And we need to be able to understand them. So I'll probably be doing some training learning about British pubs and football and have to keep up with the latest soap dramas.

I Sounds like a lot of work.

CD Yes, but it'll be worth it. Sorry, I must dash. Exams start next week and I mustn't get behind!

4.2

CL=Chen Liu, I=Interviewer

I Chen Liu is originally from Shanxi Province where his parents are farmers. He came to Shanghai when he was 15 and was given a job by his brother-in-law. He then got a job in the construction industry.

CL This is my lunch break at the construction site. I'm having a bowl of fried rice and some tea. Today I'll finish at about 5.00 and get a bus back to my dormitory. I'll probably have supper with my brother-in-law's family. Tomorrow morning I'll be up at five-thirty.
I make about £60 a month and send about £20 home. I am studying to become a welder and my hope is to become a project manager. In the meantime, I haven't seen my parents for two years so I think I'll go home to see them soon. They have never been to Shanghai. So I'm hoping they'll come and visit next year.

I Chen Liu's family is typical of the way the old and new generations are separating. By 2015 the number of urban dwellers is likely to exceed the rural population. The construction industry is booming. In Shanghai there are plans to build three skyscrapers in the next year, and new roads highways, bridges, and tunnels are appearing every month. There will be 70,000 kilometres of highway by 2020 which will keep construction workers like Chen Liu going for some time yet. How does Chen Liu see the future?

CL When I am a welder, my salary should be much better so I could move out of the dormitory and put some money away to buy a motorbike. But it'll be a long time before I can start thinking about a car or an apartment.

I Workers like Chen Liu are willing to work hard and tough it out till they reap the rewards later on. However, this new attitude does mean a more stressful life and social problems developing from the growing inequalities between the countryside and the cities.

4.3

Japan has a population of 120 million and the highest proportion of over-60s in the world. Because of the very low birth rate, which currently stands at one point two five (1.25), some of the more extreme projections are that the population could fall to less than 50 million if the present trends continue. This is an alarming prediction that the Japanese government is taking seriously. Incentives such as tax credits for producing children are being considered to encourage women to have more children. The problem is that women with careers are unlikely to give up their independence and lifestyles to have a family. The traditional system of marriage where the wife automatically gives up her job when she has the first child is no longer the norm. With the situation as it stands, the forecast is for the number of workers between 15 and 24 to shrink from 8 million to 5.3 million by the year 2015. This is certain to put enormous pressure on the pension system and means that economic growth will be slow.
In anticipation of this fall, companies have begun recruiting staff from countries such as India where there is a high level of education and experience particularly in the IT sector. However, for some more traditional employers this is bound to lead to cultural problems. Others see this as a positive influence which will help Japan out of its long-term recession. Some people foresee the day when women take a more prominent role in business. Relatively few women have careers compared to their Western counterparts. If the current generation of Japanese managers and politicians can persuade themselves that women are a vital part of the Japanese economy, and persuade would-be mothers to return to work after child-bearing, then we can expect to see a reversal in the current decline.

4.4

S1,2,3=Student 1, 2, 3, L=Lecturer

S1 I've read that a quarter of the world's undiscovered oil and gas resources lie in the Arctic. Is this going to produce even more catastrophic environmental problems?

L Well I think you could also look at the economic benefits for industry of drilling for oil and gas. Those countries that border the Arctic will definitely have great opportunities. Norway is one of the main owners, so to speak, of the Arctic, and is already the third largest exporter of oil in the world. If they can increase, or at least maintain, their percentage share, then some might argue that this will lead to greater stability in terms of supply and possibly prices too.

S2 What about new shipping routes?

L Yeah, they're forecasting that when the ice melts back some of the existing towns, which are all pretty small and hardly industrialized at all, will actually become huge ports. Massive investments are being made in Churchill, for example, which at the moment only has one thousand one hundred inhabitants. The idea is that the routes will be much shorter than some currently used and revenues will also be supplemented by the certain increase in tourism too.
S2 But won't there be dangers from glaciers fragmenting into icebergs? I imagine there is going to be a lot more floating ice around.
L Well, that is actually another area of investment, I mean investment in very stable ships that can deal with icebergs and can cut their way through the somewhat softer ice. Shipbuilders in Helsinki are already developing special ships for this.
S1 But going back to my first question about the environment: aren't we going to be seeing fish move further north on a permanent basis?
L Yes, we are, and this means that the fish are likely to go from one national border to another. For example, there used to be a species of crab that was caught in Alaska and now it is being caught in a Russian controlled part of the Arctic.
S3 So are the national borders under the sea clearly defined? I mean do we know who is going to get what? It can make a huge difference to a country's economy.
L You're right, and as we speak there are Danish geologists trying to prove that an underwater mountain range in the Arctic Ocean leads directly into Greenland. If they can prove that, then maybe a big slice of the Arctic resources will be theirs. It's a new age of land discovery.
S1 OK, but I still think that the long-term negative impact on the environment will counteract any short-term profits for oil companies. It seems to me that the Arctic is in terrible danger. Don't you think that we ...

4.5

1 industry, industrialized
2 certain, maintain
3 permanent, percentage
4 supply, supplemented
5 environment, environmental
6 very, discovery
7 problems, produce
8 stable, stability
9 economy, economic
10 quarter, terrible

4.6

D=Diego, L=Lars Richter
L Hello.
D Hi, Lars?
L Yeah.
D This is Diego here, Diego Fernandez from IntEx.
L Hi, Diego. How are you?
D Fine, thanks. I was calling about something you might be interested in. You know you were asking if you could do some more sessions on the Events Management e-training course.
L Yeah.
D Well, something's come up and I wanted to offer it to you first. Would you like to coordinate the session on cultural awareness?
L Cultural awareness? I'm not sure … I thought that was one of Ken's?
D Yes, it is. But he's pulled out, pressure of work or something. There's actually not a lot to do – all the sources are uploaded, the assignments are ready to be set. It's just working with the participants and sending out the assignments, collecting them in, and marking them. What do you think? It's yours if you want it.
L Mmm.
D To be honest, you'd be doing me a favour. It's quite an important session, because we've got the new Tour Manager for the Latin Goes East project on it, so we can't really delay it until Ken's available.
L Well, Diego. It's very nice of you to ask, but it's not really my thing.
D That's a pity.
L But I tell you what: do you know Naomi Clayton? She's done quite a lot of that, intercultural training and so on, especially working with Asian cultures, as it happens. I could give her a call if you want.
D That'd be great. Better still, can you give me her number, and I'll contact her myself?
L OK, I've got it right here – same code as me then 348 4996. Shall I give you her email as well?
D Please.
L It's naomi.clayton@go.internet.com. Her postal address is… where is it now?
D Er… I don't think I need that right now, thanks.
L OK.
D Well, great. Thanks, Lars. I'll buy you a drink some time.
L OK, I'll hold you to that. Goodbye.
D Bye.

4.7

PL=Pei Lin, D=Diego
PL Would you like some milk?
D Thanks.
PL Did you sort out that problem with the cultural awareness session? Because I was thinking – I could do it if you're really stuck. But I'm pretty busy at the moment.
D No, it's all right. Thanks, but I think I've got someone.
PL Oh yeah, who's that?
D Someone called Naomi Clayton. She's a friend of Lars Richter's. Actually she's coming in this afternoon for a sort of interview. Although it's a formality really: I've talked to her on the phone and spoken to her referees. She sounds really good. I think we might be able to use her for some other stuff as well. I've made a provisional offer subject to interview, which she's accepted. I'll give her the formal offer this afternoon.
PL Great. I can sit in on the interview if you want.
D That would be really good. It always helps to have a second opinion. Shall I email her CV to you?
PL No, don't bother. I've got enough to look at as it is. You know that Aleks wants me to go out to Australia and check out some venues with her?
D No, I didn't. Is she having problems?
PL It sounds like it. I know it seems like a great opportunity to go to Australia, but I've done so much travelling recently, I don't think I can face another long flight. I told her I couldn't but she seems a bit desperate.
D Do you want me to go out for you? I certainly don't mind!
PL That's kind, but no. If anyone goes, it ought to be me. Thinking about it, I could take Frits, the Tour Manager, out with me. Kill two birds with one stone. What do you think?
D Great idea. I'm talking to him later about his e-training. I'll ask him about his availability if you want.
PL Could you? Thanks, Diego.

UNIT 5

5.1

Have you ever looked at those fantastic photos in *National Geographic* magazine or seen those shots in climbing magazines and skiing videos of snowboarders coming down from the top of mountains, and wondered who was up there taking the pictures? Well today in 'Jobs with a difference' we're profiling Jimmy Chin, photojournalist and adventure sports photographer.
Jimmy got into extreme photography almost by accident. The date was 1999: he had already been on a number of short climbs and expeditions and he was training in California's Yosemite Valley for an expedition to Pakistan's Karakoram Range. After a six-day climb of El Capitan, Jimmy had woken up early with the morning sun and picked up the camera of his climbing partner, Brady. He took a photo of Brady while he was sleeping in his bag next to all the gear they had left lying around their camp the previous night. Out of the entire roll, this was the only one that sold. Chin put the proceeds toward his own camera. In Pakistan he photographed four friends climbing the alpine rock towers of Charakusa Valley, and sold those pictures too.
In 2002 Jimmy Chin got his big break with National Geographic. Another photographer dropped out of an expedition to Tibet at the last minute. Chin was called in and found out that he was working alongside his old mentor and hero Galen Rowell. Before that point he had only been taking photographs almost as a hobby, although he had made a bit of money out of it. Now he was doing it for real. There was a catch, however: he had to shoot video, something which he had never done before. On the plane over while everyone else was reading their novels, Chin was frantically reading the instruction manual to the XL1 camera.
The expedition was a success and more success followed. By the time he was thirty, Chin had achieved a great deal: his famous photo of Stephen Koch snowboarding down Everest had appeared on the cover of 'Outside' magazine, he had been named one of National Geographic's 'Emerging Explorers', and 'People' had given him the title of one of the most eligible bachelors.
It's a dangerous job, so why does he do it? It's certainly not just for the money. His love of climbing and skiing perhaps? Maybe to help make people more environmentally aware. Chin himself has said: 'I don't expect to change anything with what I've done so far. But I like to think that images of people doing amazing things may open people's eyes to the human potential, to the idea that people can do the extraordinary when they set their minds to it.'

5.2

I=Interviewer, J=Journalist
I When was Warren's first chase?
J He was 12 years old, and it nearly killed him. There had been a flash flood in his home town in Arizona, and he was running along the river bank when it collapsed and the water swept him away. He was just about giving up when his foot found a rock and he was able to get his head above the water. He had been very close to death.
I When did he see his first tornado?
J He was driving along the highway in Oklahoma. He had been following the tornado for nearly an hour, when he lost sight of it in some trees. Then suddenly he drove into it. Pieces of houses were falling on his windshield! He was scared, but he had come a long way to film it, and he didn't intend to stop.
I Tell us about his experience of Hurricane Katrina in New Orleans in 2005.
J Two days before he had driven down with a group of storm chasers. They had reached Mobile when the storm suddenly got worse. They found a safe place in a five-storey garage, and they were sheltering there when

the storm hit. It was amazing. Buildings were collapsing. Debris was flying around. Trees that had stood for fifty years were torn apart. Warren had been filming near a window for a while, when he heard a crash. A window had smashed and he was bleeding from a one-inch gash in his back. But as always, he survived.

5.3

Queenstown is the extreme sports capital of the world, where the fearless go to frighten themselves. The adventure business is the town's lifeblood. When you talk about adventure tourism in New Zealand, this is where it all began.

Tourism was put on the map with the first commercial bungee jump in 1988. Since then 450,000 people have taken the plunge, and the town has undergone a metamorphosis, with tourists outnumbering locals 100–1.

Bungee jumping is not for the faint-hearted, but you don't have to be super-confident either. The secret to bungee's success is that even though it looks very dangerous, it is in fact pretty safe. Despite all the hype about danger, people aren't really taking any big risks. What people pay US$85 for is the fear factor, according to bungee co-founder Henry Van Ash. 'What is actually extreme is what people go through in their minds,' he said.

In today's extreme sports game, innovation is the key. Making things taller and scarier than before brings visitors back for more, and makes for headlines. The evolution of bungee jumping is a good example.

It was born as a fertility rite in the South Pacific, developed by the Oxford Dangerous Sports Club, and commercialized by the New Zealanders. From the original bridge jump of 1988, there's now a heart-stopping parasail version. It's 180 metres up and straight down, in a two-man seat beneath a giant parasail.

There's a joke in the bungee trade: business, they say, is up and down. Whatever the truth in that, it's certainly brought in the mega-bucks.

5.4

B=Bob, A=Aleks, PL=Pei Lin, F=Frits

1

B I'd like to start by formally welcoming Frits – Frits Hunsel – and to say how good it is to meet him in person, and to thank him for coming out here at such short notice.

F It's a pleasure, and great to meet you guys too. I have to say it's been a fascinating few days so far. It's the first time I've been to this part of the world, and, wow, it's just great. Vietnam was incredible, and I'm even more excited about this project than I was before.

B Good to hear it. OK, if we could start by looking at the first item on the agenda, finalizing venues. Aleks?

A Thanks, Bob. Yes, we had a few problems here, particularly with Vietnam and Hong Kong. But I'm pleased to say that I think Pei Lin and Frits have sorted this out now, and we're about to sign contracts with the last two venues.

B Pei Lin, perhaps you could give a brief report on this?

PL I'd be delighted.

2

PL … and it certainly helped having Frits here to assess the practical implications of the venues.

B OK, thanks Pei Lin, that's very useful. So that deals with the question of venues. I think we're all agreed that Pei Lin and Frits have done a great job there, and we can leave Aleks to finalize the paperwork. Yes?

A Fine.

B Right, so, moving on… The next item is costs, which is my area. I wanted to put this on the agenda, because I'm a bit concerned that costs are mounting and that we're in danger of going over-budget. Now, you've got a detailed draft budget in front of you, which I hope you've all had a chance to look at. You'll see that I've highlighted some of the items which concern me most. If you could just look at accommodation and transport in particular. Has anyone got any thoughts?

F Could I just say something here?

B Of course.

F I don't want this to sound the wrong way, but some of these guys in the bands, they won't, how shall I put it, they're not going to be expecting any fancy hotels or anything. I mean the place Pei Lin and I stayed in Ho Chi Minh City was way over what they'll be expecting. Not that I'm complaining or anything!

B Good point. Aleks, what type of hotels are we using?

A Yeah, we could probably downgrade a bit – it would certainly save a lot as we're dealing with big numbers. I'll investigate. Also, I was going to say, I'm looking at the transport costs. There's another company I'm in discussions with. I think I can get a better deal. I'll know a bit more once we get back to Melbourne.

B OK, let's leave it there. See what you can come up with, Aleks. I'm very conscious of time, so I wanted to move on to the next item on the agenda, which I think will take up a bit of time – cultural arrangements.

3

B OK, well unless anyone has any other business? No? OK, I think we can bring things to a close. To sum up, we've sorted out the problem of the remaining venues, we've got some ideas for reducing costs, we've got some really good plans for cultural events and entertainment in the various locations, and we've finalized the itinerary. We need to do a bit more work on publicity, but that's going to involve the regional organizers. Have I missed anything?

A No, don't think so.

B OK. Thank you all for your contributions. And thank you all for coming. I have to say I think it's been a very useful meeting.

PL Thank you, Bob. Shall we adjourn to the bar for a drink?

F Good idea …

UNIT 6

6.1

It must be one of the biggest shops in the world, bigger perhaps than Macy's in New York or Harrods in London.

You could spend days in here. There is a north zone, a south zone, and a middle zone. If that's not enough, you might want to try the annexe or explore the two basements. And it can be a real problem deciding between the eight main floors and the roof gardens which have tennis courts, a garden centre, and a snack shop, if you're hungry or perhaps starving after walking so far. You might have missed one of the restaurants as they are tucked away on the restaurant floor. But once you'd found them you could be coming back for some time as there are 33 to choose from. It must be really difficult choosing between Japanese, Chinese, Italian, Indian, gourmet, and snacks.

But security won't be a problem. If you drop your purse or wallet, the chances are that it'll be handed to one of the staff who will politely ask you to come to reception to pick it up.

I'm sure most first-time visitors to Japan would be amazed at the level of service. Nothing is too much trouble and staff are always cheerful and remarkably polite.

6.2

N=Nicola, J=James

N I think it is something that we all feel, that sometimes we seem to be able to speak fluently and hear everything, and other times we just can't.

J The thing is, apparently as native speakers we only listen at twenty five per cent of our potential. Our concentration only rises above twenty five per cent if we think that what we are hearing is important and/or we are interested in it. But it never reaches a hundred per cent, so I don't think our students should be aiming that high.

N I think the key is to become an active listener. So you don't just sit there, you ask questions, particularly to check that you're understanding. This will inevitably increase your concentration levels, whatever mood you are in.

J What about the second one? I think it ties in to what you've just said. If you are talking to someone, then just repeat what you think you hear. So you say, 'fourteen, you mean one four?'

N Yeah, I agree. You're going to understand a lot more if you are active and intervene in the conversation, and this may mean frequently asking for repetition.

J Exactly. Communication is a two-way thing. I think it can be quite frustrating if quite frequently you hardly understand anything, so I think you have to let the other guy know when you can't understand.

N So the secret is accepting that it's OK not to understand and to make sure that the other person realizes that they have a certain responsibility to help you understand.

J Exactly.

N What about the t-h problem?

J Well, half the population of Britain can't even manage it. You know due to their local accent, there are people who say 'tink' or 'fink' instead of 'think', and it's not like no one understands them.

N I think a useful tip is to read and listen to the scripts of listening exercises. Forget what the people are actually talking about, just focus on the sounds of the individual words and try to imitate them. This should help you learn to distinguish between 'live' and 'leave' and 'cause' and 'course', for example.

6.3

a price, prize
b degrees, please
c this, his
d loose, lose
e course, cause
f crisis, rises
g slides, size
h this, miss
i base, gaze
j six, seeks

6.4

a There are forty people coming.
b How many are there? Thirty.
c Sixty thousand doesn't sound that much.
d We'll never have to live here.
e This integrated chip solution should work.
f Easy living there?
g They said we could slip on it.
h You could always try to heat it.

6.5

A So have you ever lied to your boss?

B Well, you know, it depends what you mean by 'lie'. I've certainly invented some pretty creative excuses for being late to work, and I've rung up a couple of times to say I was sick when actually …

C By 'sick' you mean you were just feeling tired?

B Exactly.
A Well you're not alone. The surveys I read showed that sixty per cent of us lie to our bosses. The next one's a bit more serious. Although fifty percent of managers are aware of fraudulent practices, only forty per cent would report them.
C Did you say forty: four–zero?
A Yes, four–zero.
C That's incredible.
B So what about giving a clean reference?
A Well, about a quarter said they would do.
B How many managers were interviewed?
A Eight hundred.
B And a quarter said they would give a clean reference to someone who was dishonest? How do they sleep at night?
C And who do they think they're helping? Anyway, what about CVs? Because I have to admit I've changed the odd thing here and there on my CV.
B Sorry, you've done what?
C Changed a few dates on my CV. You know, to hide the fact that I was out of work for a year.
B OK, I see.
A Anyway the survey done here in the UK showed that twelve per cent of people have lied on their CVs, but the number rises considerably in the United States: a similar survey there put the figure at eighty per cent.
C So you're saying that eighty per cent of the Americans who answered that survey have lied on their CVs?
A Right. And of course it's people applying for high-paid positions that do it the most. That's the price of competition for you.
B And I've heard it's pretty easy to buy cheap bogus degrees from universities that don't even exist.
A Shocking.

6.6

By 'sick' you mean you were just feeling a bit tired?
Did you say forty – four zero?
Sorry you've done what?
So you're saying that eighty per cent of the Americans who answered that survey have lied on their CVs?

6.7

A lot of studies have proved that most people are surprisingly bad at spotting if someone is lying to us or not. And this is even true of FBI agents, customs officers, judges, police officers, and psychotherapists. Basically, people whose job involves detecting deception.
BEEP
Most people think that being fidgety is a sign of lying, as is blinking or looking less relaxed. But this isn't the case. Their nervousness is revealed through the higher than normal pitch in their voice. Their pupils also get larger as they become more tense and try to concentrate more.
BEEP
People who have planned and rehearsed their lie beforehand tend to answer any questions more quickly than someone who is telling the truth. Liars are also rather more negative and complaining, and they cooperate less than truth tellers when someone is trying to reconstruct with them what happened in a particular event or episode. Their version of the events also tends to be less logical.
BEEP
Often during police interviews with witnesses or partakers in an accident, their statements are recorded. These statements are then transcribed, written down, and even from these written statements, it is possible to know if someone is lying or not.
BEEP
When you tell the truth you generally include extra details that may have nothing to do with the main story, and you also tend to correct yourself spontaneously. In any case, the people who are best at telling whether someone is lying or not, may well have had difficult or unusual childhoods.
BEEP

6.8

PL=Pei Lin, F=Frits Hunsel

F So concert five in Tokyo is cancelled and instead we're flying to Osaka on the 13th for a concert there on the same night?
PL That's right, although I've still got to confirm we're flying or going by train. And I'm not sure if the free day on the 14th is in Osaka or back in Tokyo. I've got to check with Aleks. Now, the other change is later on at the Thailand/Vietnam stage.
F Right, there's this extra concert for the Thai Royal Family – sounds exciting.
PL Yes, that's at lunchtime on the 25th. So the flight to Hanoi has changed. We were going to be flying on the 25th, but now we're flying on the 26th. Is that clear?
F Yeah. I got it.
PL OK, so that's the itinerary. So next, shall we talk about the schedule for when we get to Seoul?
F Good idea.
PL We've got quite a few things to do on that first day. Most important is that you and I need to have a meeting with Aleks. There are a few things to check, like the journey from Tokyo to Osaka and the free day. I know you're going to be tired from the flight, but could you manage 4.00 p.m. Seoul time?
F Mmm. I'm not sure about 4.00, I'll need to check the flight time. I don't think the flight gets in until midday. I know we're planning to get to the hotel by three. If it's OK with you, I think I'd prefer to make it 5.00 p.m. It just gives me a bit longer to get myself together.
PL OK that sounds like a good idea. Then we need to have a get-together with the bands – an informal get-to-know-you meeting, and where we can go over some important practical arrangements. Shall we say 7.00 for the drink?
F Could we make it a little earlier? Say 6.30?
PL No problem. Then we can go straight out for dinner at 7.30 …

UNIT 7

7.1

Some 30 per cent of people have their best ideas in bed compared to just 11 per cent who have them at their desk, according to research by the East of England Development Agency (EEDA). The EEDA is calling for companies to install beds in the workplace, in an attempt to change the way we work for the better.
Richard Wiseman, a psychology professor, says the research shows our minds are often most creative when we relax, and bosses should alter working habits to aid creativity. 'In our dreams we produce unusual combinations of ideas that can seem surreal, but every once in a while result in an amazingly creative solution to an important problem,' he says. 'The introduction of beds or designated areas for naps in the office would help workers feel more able to rest and recharge their minds'.
According to the director of the Sleep Research Centre, Derk-Jan Dijk, introducing beds at work is not an unrealistic proposal. 'Having beds at work should not be dismissed, there are situations where they could be very beneficial,' he says. 'But really it is down to how the naps are regulated. Some people need longer naps than others.' Dirk adds further that if you sleep too long and too deep, it often takes a while to become fully alert again. If you don't sleep enough, you might not fulfil your potential.
The Centre carried out a two-year, world-wide Internet survey into global sleeping habits and found the majority of people either regard themselves as working best in the evening (38 per cent) or in the morning (41 per cent). Dr Chris Idzikowski, who conducted the research, says that if the working day was made more flexible to allow for people's differing sleep patterns, companies would reap the rewards. 'By showing a preference for morning or evening work, the implication is that the majority are not fully alert in the middle of the day,' he says. 'If beds were installed in the workplace, people could rest and make up the time elsewhere in the day. It would allow companies to extend office hours beyond the traditional nine-to-five', he adds. 'Shops and offices could open at 5a.m. and close at 9p.m. without any difficulties.'
Some companies are embracing the idea and building 'nap rooms' and 'nap tents' for employees. Accountancy firm Deloitte Consulting in Pittsburgh, USA, has designed a special 'napnasium' for the comfort of their employees. It is open to any employee needing rest and has recliners and blinds.
Of course, if your boss refuses to sanction official snoozes, you'll have to find another way of napping at work. Fortunately, a company in the USA has come up with a solution. Weary workers in New York can take a nap during the day in specially-designed pods located in the Empire State Building, courtesy of MetroNaps. For $14 you can snooze for 20 minutes in a pod, after which it gently vibrates to wake you and lemon-scented hand towels are provided to freshen you up for your return to work.

7.2

1 A I'm not sure what time the meeting is.
B That's OK, but I'd be grateful if you could let me know by Wednesday.
2 A I'm not feeling 100 per cent.
B If I were you, I'd have a few days off.
3 A If you need any help, just let me know.
B Thanks. I might take you up on that.
4 A Is it OK if I make a phone call?
B Sure. I'll leave you to it.
5 A Have you got any offers on at the moment?
B Yes, we have. If you sign up by the 30th, you can save 20 per cent on your next purchase.
6 A He asked if we could meet at 2.00.
B That's fine. I'll be here at quarter to.
7 A If you have time, you could visit the museum.
B That's a great idea.

7.3

G=Gordon, S=Sandra, T=Tim

G What is the common feature of these problems?
T Well, they all involve thinking in a more imaginative and indirect way.
G For example?
T For example, we tend to see the world in a particular way, have expectations, and make assumptions that we sometimes aren't even aware of. So in the first problem we might assume that all lawyers, surgeons, and engineers are men, despite the fact that many women do them.
G Oh, so the answer is that the engineer and the lawyer are both women?
S Exactly. Some people might block out this possibility and fail to explore all the variables. We call this a 'mental block'. The secret of problem solving is dismantling this block.
G So is there a block in the second problem, because I couldn't work that one out either?
S That's because you've created the constraint of staying within the invisible box that surrounds the dots. So if you realize that you can go through the borders of that box, then it's easy to solve.

T Literally 'thinking outside the box'.
G And what about the third one?
T Push the cork in and get the money out.
G Oh! It's easy when you know the answer.
T The last problem is a little different in that there are a wider range of reasons – maybe she needs the exercise, there's someone who uses the lift in the afternoon she wants to avoid, there's no electricity in the block at that time, and so on. So brainstorming is a useful way of exploring all the possible reasons.
G But none of them are the right answer!
T No. She's not tall enough to reach the button.

7.4

J=James, N=Nicola

J I think it's interesting that cultures which are famous for being friendly and very talkative, like the Italians for instance, tend to write emails in their own language that are really straight to the point. There is no social element at all.
N Yeah and my experience of German emails, for instance, is exactly the same. But how much of the social element is there between writers in Britain or the United States?
J In a chain of emails in which people are just asking and answering questions, I would say none at all. But maybe the very first email in the chain might begin with 'How are things?' or 'Hope everything is going well with you'.
N I see what you mean. So you might refer to your last meeting, or even a football match that the other person is likely to have seen. So why do we bother with these things?
J I think it is a way of building trust and getting a feeling for the other person, what kind of person they are, what they like doing. You work much better with people you know something about.
N And you can make a few positive statements to help this relationship develop, simple things like 'Thanks for getting back to me so quickly, you really saved me a lot of time.' or 'I think we've been making a lot of progress together'. Or: 'Thanks for being so flexible on this'.
J Exactly. And one thing I myself do is to try to make my requests a little indirect, you know saying things like 'Sorry to bother you with this but …' Or: 'I was wondering if you could …'
N The key thing is to put yourself in your recipient's shoes and understand the amount of work your request might create for them, and that you know their time is important.
J There's also a tendency to confuse email with normal colloquial speech, but when you are criticizing you have to be really careful.
N To be honest, I'd say that if you have something negative to say, you should really just pick up the phone. Emails are so open to misinterpretation.
J Also, it is worth remembering that in some cultures criticism is avoided. In Japan for example, you would never publicly criticize a colleague, but you would say something in private to avoid losing face.

7.5

a Congratulations on your new job.
b Welcome back.
c Is it a boy or a girl?
d Did you have a good time?
e How much did he/she weigh?
f Well done! You really deserve it.
g What part of town is it in?

7.6

AO=Airline operator, PL=Pei Lin

AO The problem is that there have been some delays on flights from Australia.
PL Could you be more specific? What exactly do you mean by 'some delays'?
AO I'm sorry madam. I'll try to explain. There were two flights cancelled yesterday, including the flight of your colleague from Melbourne. At the moment, I can't find out exactly what flight she got on.
PL So, if I understand you correctly, we have no way of finding out when she'll get in.
AO Not exactly. We're trying to check the passenger lists for all departing flights from Australia, but that could take some time. In other words, we may not be able to tell you for an hour or so.
PL OK, I see what you mean. So if I phone again in a couple of hours you should be able to give me more information.
AO Precisely.

7.7

F=Frits, PL=Pei Lin

F It's a really bad line. Can you just run that by me again? Basically what you're saying is that Aleks is not going to make the meeting tonight?
PL Exactly.
F And, correct me if I'm wrong, she might not even make it for the opening concert?
PL It's hard to say. I've asked Hyun-ji, the local rep, to go down to the airport because the airport couldn't really tell me. She should call me any moment now.
F OK, I'd better get off the line. Before I go, I just wanted to check your room number, in case I need to call you.
PL It's 623.
F Did you say 6-2-3?
PL That's right. I'll call you when I get more news.

UNIT 8

8.1

If someone had asked you a few years ago where most of the top brand leather sofas were made: Italy or China, you would probably have said Italy. But one of the main emerging manufacturers of Italian leather sofas, DeCoro, actually produces all its sofas in a modern state-of-the-art factory in Shenzhen, a boom town near Hong Kong.
When Luca Ricci, the owner of DeCoro sold his first batch of leather sofas in 1998 he told the North American distributor they were made in Italy. Perhaps he should have said that they were actually made in China, but if he'd told the distributor that, then he might have lost the contract. As Luca Ricci later admitted, 'I lied.' But is it really a lie? In what sense is DeCoro Italian? Well, for a start nearly all the leather is imported from Italian tanneries. But it's the branding that really makes it 'Made in Italy'. For consumers, the 'Made in China' image is still not seen as trendy or chic. At least it wasn't: you could argue that things might have changed recently and that we may soon be talking about 'China-chic'. But that's another issue.
I think there's another important point to make about this cultural and national fusion of image. Obviously the main reason that Luca Ricci set up production in China is so that he could keep production costs, particularly labour costs, down. But by doing this he was also able to preserve traditional handmade production methods. Luca Ricci reckons that if he had set up in Italy, he would now be charging at least 40% more for his handmade leather sofas. In fact, I would say that if Luca Ricci hadn't gone to China for the actual production, then the traditional 'Italian' production methods would have been lost for ever. If that had happened, American customers wouldn't now be sitting on traditional handmade sofas. As a consequence, perhaps he's really a hero and should be congratulated for preserving 'Made in Italy' values. DeCoro feels that it has revolutionized the market by providing affordable luxury. But should they have described their sofas as 'Made in Italy' or 'Made in China'? I leave it to you to decide.

8.2

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8.3

N=Nicola, J=James

N There are basically two ways that English speakers sound like they are swallowing their words. The first is with individual words. We don't say 'biz i ness' or 'in ter res ting', but 'biznəs' and 'intrəsting'. We stress one part of each word more than the rest, in these cases, 'biz' and 'int'. The vowel sound in the other part of the word changes to an /ə/ or schwa sound or it disappears completely. So the first 'e' in 'interesting' disappears and the second 'e' changes to /ə/ so we get 'intrəsting'.
J That's right. And with combinations of words sounds are lost, change, or link together. So in the case of 'I am going to go' we might say 'I'm gointə go' or 'I'm gonna go'. And we do this because it makes the word or phrase easier to say …
N Exactly. But at the same time more difficult to hear. Basically, the 'g' in 'going' is lost, the 'to' becomes 'tə', and 'going to' link together and are pronounced 'gointə'. This explains why you can't actually hear some very basic words, because what sounds like just one word may in fact be two, three or even four words together.
J And you can't hear where one word ends and the next begins.
N One thing that is useful is to understand how the end of certain words can change depending on the word that follows them. For example, you can hear the 't' in the word 'just' when I say 'we have just agreed on that'. But it's more difficult to hear when I say 'we've just reached an agreement'.
J True. It's quite common for the consonant, in this case the 't', to be pronounced clearly before a vowel, in this case 'a'. This also happens with the next two words 'agreed' and 'on' which link together. If we said 'agreed that' leaving out 'on', there would be two consonants together, 'd' and 't'. In this case, the 'd' sound would not be pronounced so clearly. it would sound more like 'justagreethat'.
N That's right. So if possible, you should use something like DVD subtitles to help check what you hear with the written text. When you can't hear a word or string of words clearly, you can check the consonant-vowel and consonant-consonant relationship between the written words. You can then make a note of the combinations that you find the most difficult. This will help you with your listening the next time you hear this combination of letters.

8.4

A survey by the Aziz Corporation, the UK's leading independent executive communications consultancy, reveals that around a quarter of female executives would contemplate cosmetic

surgery if they thought it would boost their career. The survey found that most women would consider dying grey hair, though only about half of men would do it. And almost as many men as women would go on a diet to improve their business prospects.

The vast majority of bosses say smoking at work is totally unacceptable, even more so than body piercing and ponytails for men. Another sign that times have changed, is that the number of executives that think designer stubble is acceptable in a business environment has grown to more than a third.

When it comes to other women's business attire, pet hates for over two-thirds of women are visible tattoos, body piercings, and low-cut tops.

8.5 a and b

a-UK, b-US

if they thought it would boost their career

The survey found that most women would consider dying grey hair, though only about half of men would do it

The vast majority of bosses say smoking at work

And almost as many men as women would go on a diet

8.6

a I'm just looking
b rock and roll
c you mustn't tell him
d two sandwiches
e Wednesday next week

8.7

a a number of people
b a quarter of them
c she wants to eat
d let's do it then go out

8.8

PL=Pei Lin, D=Diego

PL Hi, this is Tao Pei Lin. I'm not at my desk right now but if you'd like to leave a message and your contact details, I'll get back to you as soon as I can.

D Hi, Pei Lin. This is Diego. I just got your message. It sounds like you've got some real problems. It's terrible news about Frits. I hope he's OK. Anyway, I've checked the files for Kit Pietersen and tried to contact him but he's not available. But here's something I think you might like: I've thought of another solution. I don't know how you'll feel about it but here goes. How about if I come out and take over as TM? I know the tour, I know some of the musicians, I can speak Spanish and Portuguese, and things are pretty quiet here at the moment. I hope you don't mind, but I've checked flights and I could join you in Shanghai on Monday if you want. What do ...

PL Hi, Diego. Just heard your message. That's a terrific idea. It would be terrific. But I've got to tell you there's been some more bad news. It's going from bad to worse.

D Oh no, what now?

PL Los Vasos Llenos had a big argument last night after the concert in Beijing and they've split up. They're talking of getting the first flight back. It would be a disaster…

D Wow, that is bad news. Look, I tell you what. Let me talk to them: I know one of the guys in the band. What I'll try to do is get them to stay on until I get there on Monday. I'm sure I can sort something out. Those guys are always splitting up and reforming, don't worry about it. It's par for the course.

PL That's great, Diego. Thanks a lot. Go ahead and book the flight. Send me an email with the arrival time and everything, and I'll also email you some more details.

D OK. See you in Shanghai. And try to keep calm – it'll be all right.

PL I hope you're right. Bye.

UNIT 9

9.1

J=John, E=Emily

J How was your holiday?

E Oh, pretty good.

J You don't sound like you had the best time.

E Not the best. I just had no idea of where I was going.

J How do you mean?

E Well, for a start I wish I'd learnt the basic phrases for 'Hello' 'Thank you', whatever so that I could just start a conversation. I felt like a real tourist just pointing and smiling. I mean I wish I could speak at least one more language a bit.

J Not easy, though.

E No, but I was pathetic! And I had no idea about the culture. If only I'd just read a bit about the dos and don'ts. I'm sure I didn't wear enough, or should have bowed, or pointed my feet in the wrong direction.

J How do you know?

E Well, this one guy kept looking at me.

J Probably thought you were cute.

E Yeah, right. Anyway, I wish I'd at least read a guide book on the plane. And then the weather. It was absolutely scorching. If only the travel agent had hinted that it was probably going to be 40 degrees in the shade.

J And then they wouldn't have sold the holiday.

E And I wouldn't have sunburn and a stomach bug.

J You got sick as well?

E Like dying. I wish I liked fast food and then I could have just had burgers every day.

J What did you have?

E It looked like chicken but looking back it could have been anything.

9.2

A I think the interesting thing about Singapore, at least for people who have never been there, is that they immediately associate it with the things that were banned.

B You mean spitting and they didn't allow anyone to import, manufacture or sell chewing gum.

C And with the things that people were practically forced to do, like smile and be polite, not smoke and always remember to flush the toilet, public ones I mean.

A But what people notice who actually go there, apart from it being really clean, is just how green it is.

C You mean despite the heat?

A Right. Lee Kuan Yew was one of the first people to become interested in preserving the environment. He knew if the rainforests in Malaysia and Indonesia were destroyed, then Singapore wouldn't get enough rain. In fact, it was to prevent a drought from happening that Lee first began planting trees in Singapore. Then he got ordinary citizens to plant the trees, millions of them.

B So have they managed to avoid droughts?

A Yes, they have. But he also enabled his country to be transformed from a third world country into a first world country. He encouraged people to be creative in schools and this has meant that Singaporeans have become some of the best educated in the world. And he made them use English as the official language – before they had had four official languages.

C I remember reading that Singapore's per capita GNP is now higher than Britain's.

A But the incredible thing is that this has all taken place within one generation. In 1965 Singapore ranked economically with Chile, Argentina, and Mexico; today its per capita GNP is four or five times theirs.

B But still, at the end of the day, it was the fact that he banned people from doing things like feeding the pigeons that the outside world will probably remember. You know he once said that a country has greater need of discipline than democracy.

9.3

J=James, N=Nicola

J With any kind of document – email, letter, report, whatever – you need to be clear about why you are writing it and what result you want, what you require the reader to do.

N Regarding email I would say there are three main types. The first is providing information, for example, 'The English course will start on September the tenth'. The second is requesting information. 'When does the English course begin?' and the third is requesting action 'Could you please order the books we need for the English course'. The recipient needs to be clear which type of email yours is.

J Exactly. So this means that the main topic should be clearly announced in the first sentence and any background information after that. But remember that many people only read the first line anyway.

N So I would say the structure of an email is firstly that your subject line should explain as much of the content as possible. This helps the recipient to decide whether to open the mail at all, and it's also useful later for back referencing.

J Yeah I wish people wouldn't just put 'for your information' and things like that.

N Then in the first sentence give the details of the topic. If there are several points, list them with numbers or bullets. This means the reader can find the main points quickly. Then the second sentence or paragraph states what you will do or what action is needed.

J And by doing that you automatically highlight the most important points. But do you think similar rules apply to writing reports or manuals and other types of documents?

N Very much so. Your aim is to enable the reader to see immediately what the main point is, and this is true at a paragraph and a sentence level too. You know, you are not writing a thriller in which you don't understand who the murderer is until the last page.

9.4

1

D=Diego, MTB=Minh Thuy Bui

D I just wanted to thank you for all your hard work. You've helped this part of the tour go really smoothly.

MTB Thank you, that's very kind. I'd like to say it's been a pleasure working with you as well.

2

LAM=Latin American musician, AM=Asian musician

LAM We're organizing an international music festival in Brazil next year. We'd love you to come over with your band. Do you think you could make it?

AM That would be most kind. Thank you very much.

3

D=Diego, A=Aleks

D What did you think of that final number they did?

A To be honest, I didn't think much of it.

D No, same here. In fact I thought their whole set was pretty weak tonight.

4

D=Diego, VM=Venue manager

D I really appreciate what you did to get the concert hall ready at such short notice. I hope we didn't give you any other problems.

VM No, everything was fine. It was an honour to have such fine musicians performing in our hall.

9.5

D=Diego, MTB=Minh Thuy Bui, A=Aleks

D I just wanted to thank you for all your hard work. You've helped this part of the tour go really smoothly.

MTB Thank you, that's very kind. I'd like to say it's been a pleasure working with you as well. I think we managed to solve all the problems together.

D Yes, ... oh, here's Aleks. Hi.

A Hi.

D I was thanking Minh Thuy for all her hard work. Thanks to you too, Aleks. You've both really helped me get through these last few days.

A No problem. It's been difficult though, hasn't it?

D You're not kidding. But I think we got through OK. Did you pick up on any dissatisfaction, Minh Thuy? I was a bit worried that the venue manager might not be happy with what happened at the end, but he seemed OK when I spoke to him earlier.

A I don't know why the band let the audience come up on the stage like that. I mean they were only dancing but I think they did quite a bit of damage as they were pretty wild.

D Yes, they did. But, as I say, he seemed OK about it.

MTB Well, actually, he was a bit unhappy. I think he might be planning to claim for compensation.

D What?

MTB I think he was most upset that nobody from the band came to apologize to him.

D But I had a word with him at the time.

MTB I think he expected something more formal.

D Well, why didn't he say something at the time, or when we spoke just now?

A Some people don't. They're just like that. It's a different culture...

UNIT 10

10.1

C

The Tokyo Stock Exchange has admitted that its own system fault prevented an attempt to cancel a giant 27 billion yen, that's $225m or £128m, share sale error.

The mistake took place last week when a trader at a large securities firm mistyped a sale of shares. Instead of selling one share for 610,000 yen, he or she mistakenly sold 610,000 shares for 1 yen.

The Tokyo Stock Exchange admitted that a fault in its system meant the company could not cancel the sale in time. The mistake was noticed very soon after the sale had been authorized, and the company immediately tried to withdraw the order. However, the Exchange's own system was too busy at the time to process the cancellation request.

As a result 27 billion yen, just below the company's entire profit for the financial year, will be lost.

D

An investment company in Frankfurt has been trying to catch up on important business worth millions of euros as a result of not being able to use their computers for two days. The damage was done by a sacked employee. Urs Wachter was given three months' notice at the end of last month. According to his manager he had been underperforming for a long time and had developed a negative attitude.

However, rather than put the disgruntled employee on 'gardening leave' and ask him to clear his desk immediately, which is the normal practice in these situations, the company asked him to work through the first week of his notice period. Mr Wachter, who was something of a computer expert, took the opportunity to cause as much damage as possible.

When he had started at the company, he had been given access to everyone's password, so that he could cover for colleagues when they were sick or on holiday. He spent his last week secretly changing everyone's password with a time delay to coincide with the time of his flight to a remote island where he would be inaccessible.

The new passwords all represented what Mr Wachter thought of his colleagues and managers, such as Ugly, Miserable, Greedy, Bad-tempered. One of his former colleagues said, 'We have all learnt some lessons, not just about our internal security, but how we appear to others.'

10.2

N=Nicola, J=James

N The key to note taking, I think, is preparation.

J For example?

N I think it really helps if you can speak beforehand to the person giving the lecture or presentation, so that you have a chance to get used to their voice.

J Yes, I agree, this 'tuning in', as I would call it, is really useful. I think it's true in any situation, you know, even a phone call, that you give yourself a couple of minutes talking about non-essential things, basically just chit-chat. And this time gives you the opportunity to become accustomed to their voice.

N Exactly. Then I think you need to find out all you can about the subject, prepare a list of key words, and think of abbreviations that you could use for these key words.

J I think you can abbreviate words in two ways. One by just reducing the length of the word, so that 'information' becomes 'info', or by using acronyms, like 'w-r-t' for 'with regard to'.

N Text messaging style is also a good way, you know, the number four instead of the preposition 'for' f-o-r. Symbols can be useful, and, depending on the subject, diagrams and charts too.

J So should notes be taken in English rather than the student's own language?

N I think the best thing is to do what suits you. You don't want to miss points in a presentation by worrying over the right abbreviation for a word in English. Just practise using a variety of methods and see which one works best for you.

J Yeah, I think I agree with that. Another thing is that you should also be familiar with all the little words and phrases that people use when they are moving from point to point, when they are listing things, and when they are summarizing. If you know all these phrases in advance, then you'll be able to follow the lecture itself much better.

N Also, if you notice the way people speak when they move onto a new subject or when they want to emphasize something in particular, they tend to use a slightly higher tone at the beginning to mark such changes.

J Can you give us an example?

N OK ... Another thing you can do is to use headings and make notes under those headings.

J So your voice is a little higher at the beginning?

N And louder too.

J What a lot of students do these days of course is to actually record the lecturer or presenter.

N But make sure you get their permission before, I think there may be privacy laws regarding this.

J Finally, I would recommend comparing your notes with other students afterwards and clarifying any points with them, or, if possible, with the presenter.

10.3

In this lecture on security and its impact on issues connected with personal privacy, I am going to be focusing on two main aspects: video surveillance and identity cards. However, first I would like to highlight that there is no one international definition of privacy. In fact, it differs very significantly from one country to another.

Privacy is often described as the 'right to be let alone'. But I think you'd agree that unless you live alone in a cave in a remote mountain, it is not possible to live in today's society without interacting with the people around you. This means that you have to share information with them. So if you're going to devise a law to protect someone's privacy, then you have to define under what circumstances third parties have the right to collect and use information about you. Then you need to think of a way to prevent anyone from disseminating such information when they don't have the right to do so. By third parties. I mean, for example, search engine providers, marketing departments of companies, and governments.

Different nations take different views on what information should be treated as private. In Sweden, for example, your income tax return can be read by anyone because it is considered to be information that the public has the right to know about. On the other hand, there is a European Union directive that says that any itemized telephone bills should not contain the last three digits of the person called. This directive should affect Sweden as a European Union member, so even within one country you have two apparently different approaches to privacy.

To what extent people's private lives should be protected, particularly those of famous people in the public eye, is still very much an open issue. Some celebrities have used the Human Rights Act against photo journalists who have taken...

10.4

The issues surrounding video surveillance and identity cards are very much connected. In the UK there are over one and a half million closed-circuit TVs and if you live in London, your photo is probably taken over three hundred times a day. The government says these cameras have been introduced to cut down on crime. Potentially, governments could create a database of photographs of people. They could then match these using face-recognition technology to photographs on identity cards.

In reality, the number of crimes doesn't appear to have been reduced by all these cameras. However, if you do have a criminal record, even for a very minor offence, such as a parking ticket, this could be automatically added to your ID. The problem is that, once added, it is very difficult to remove. There have been cases of people who were wrongly convicted of a crime, who were subsequently unable to have their criminal record deleted.

You might remember that when biometric passports were first introduced, there were problems with people smiling in their photos, because by showing their teeth they were reducing the chances of face recognition systems making the perfect match.

Other records can also be stored on ID cards. One particular concern is health records. Insurance companies could demand access to your health records before deciding, for example, whether to give you life insurance. The fear is that we will soon be living in an Orwellian society where Big Brother is constantly looking down on us not only from highways, schools, public parks, and

government buildings, but in all public spaces. And maybe even in our homes too, via our computers by searching through our emails and analyzing the websites we have visited.

10.5

PL=Pei Lin, B=Bob, D=Diego

PL OK, Bob's now joined us on the speaker phone. Can you hear OK, Bob?

B Yes, it's fine.

PL OK, let's get started. I wanted to use this meeting to look back at the whole tour. This was a large and new project for us, and I think that it's very important that we review it thoroughly. My personal feeling is that on the whole it went very well and we can all feel reasonably satisfied. At the same time, however, we shouldn't be too complacent – there are definitely lessons to be learnt. You've all seen the reports and feedback, which is the first main item on the agenda, and we'll come on to that soon. But the first thing to say is that everyone's got back safe and sound. Aleks, of course, is here because she's going to be helping with our next Eastern European arts project. I also wanted to start by giving special thanks to Diego, who, as you all know, came out at short notice and saved the day. Thanks, Diego, and congratulations on doing such a great job: not only for coming out to take over the Tour Manager's role at a tricky time, but also for sorting out the difficulty we had with the angry venue manager after the last night concert in Hanoi. Well done! I think you were still working on that right up to the last minute?

D Yes, I took him out for lunch on the day of the flight home – to apologize. He had a fair point. It seemed to do the trick, but I nearly missed my flight!

PL Well, thanks – now we know who to turn to if we need any future fire fighting! And well done!

10.6

B=Bob, PL=Pei Lin

B So, in a nutshell, taking all things into account, the bottom line is that it looks like we came in a little over-budget, but not disastrously so. I'm fairly sure the final account will bear this out. I'd like to thank everyone for their hard work and commitment.

PL OK, Bob's going to leave us now, as the other issues are to do with reviewing details of the management of the actual tour. Thanks, Bob.

B Bye all. Take care. And well done!

Answer key

Unit 1

Language focus p.6

❶

a Sergey Brin (Google co-founder), b Tim Berners-Lee (inventor of the World Wide Web), c Jane Tomlinson (cancer patient who has taken part in a number of marathons and other sporting events), d Zhang Ziyi (China's most successful actress), e Wangari Maathai (environmental campaigner and Nobel prize winner)

❸ 1 Iran
2 French, Farsi, and English
3 She set up Telecom Technologies.
4 She signed up through Space Adventures.
5 Six months
6 Two crew members, one Russian and one American.

❹ 1 The docking of the Vostok spacecraft with the International Space Station.
2 Yes.

Tense review
1c, 2b, 3a, 4f, 5e, 6d
1 'is travelling' refers to an action at the time of speaking; 'travels' refers to a fact or a regular activity.
2 'has trained' relates a past event to the present; 'trained' refers to a past action.
3 ''ll spend' refers to a definite future situation; 'she hopes she will' refers to a possible future sitution.
4 'had been scheduled' refers to a past event in relation to a later past event; 'was scheduled' refers to an event in the past.

Practice p.7

❶ 1 She is travelling with two crew members.
2 She said she has had this dream since childhood.
3 Anousheh is from Iran.
4 She hopes that she will inspire a new generation of women.
5 Just as Vostok was due to dock with Soyuz, radio contact was lost.
6 After she sold her business, Anousheh gave $10 million to the X Prize Foundation, an organization which encourages advances in human spaceflight.
7 Some women and girls do not have the same opportunities as men.
8 There were five Vostok missions before the first female astronaut went into space in 1963.
9 Yuri Gagarin went into space in Vostok 1, the first time anyone had ever journeyed beyond the Earth's atmosphere and the first time anyone had gone into orbit.
10 NASA is planning further shuttle and rocket missions next year.

❸ 1 He took off from his backyard.
2 It was made from a patio chair, 45 balloons, and cushions.
3 He went up to 16,000 feet.
4 He shot the balloons one by one.
5 He was arrested.

❹ 1 has been
2 has been working
3 helps
4 has been developing
5 gives
6 is happening
7 had had
8 was growing
9 was
10 were working

Wordpower p.10

❷ 1 positive
2 (Possible answers)
the way failure is handled
knowing when to stop working and start playing
avoiding goal-setting
high level of self-assurance and confidence
dwelling on what we do well
stress
taking risks

❸

New word	
indirect	disprove
unemployed	irrelevant
non-event	misunderstand
countermeasure	anticlimax
impolite	

❹

Over	Under
capacity	capacity
–	mine
staffed	staffed
–	cut
–	perform
statement	statement
estimate	estimate
produce	produce
worked	worked
reaction	–

❺ make a success (of something)
develop a talent
have a sense of achievement
keep your eye on the goal
meet short and long-term goals
improve your performance
think positively
make an effort
set a target

Skills focus p.12

❶ rectify a problem, consider, Coffee? See you tomorrow, I'll be in touch soon, loads, How do you do, All, Hi Philip, Bye

❷ I hope all is well with you.
I am writing to ask
participating
conducting
six months' worth
I would be grateful for your comments.
Pleased find attached the questionnaire.
I look forward to hearing from you.
With best regards,
Sandra March

Focus on functions p.14

❶

Start of a phone call	Response	End of a phone call	Response
How are things over there at the moment?	Quite busy.	Nice to talk to you.	And you.
I don't want to keep you too long.	Don't worry, that's fine.	Say hi to Diego for me.	Will do.
Aleks speaking. How can I help?	Hello, Aleks. This is Tao Pei Lin.	Give my regards to Bob.	OK.
Good to talk to you at last.	You too.		
I don't think we've actually spoken before.	No, I don't think we have.		

❷ a Pei Lin is phoning Aleks.
b A tour of Latin American music in Asia.
c Because of the cost and funding.

❸ a see what you thought
b what we want to do, do you think
c interesting, me more
d the plan is to
e it's a question of
f thought it had potential, definitely
g principle, it'll work, Without doubt.
h might be a possibility, Any thoughts, not really sure

❹ a Putting forward and explaining a proposal
Diego and I have been working on a project that *we wanted to discuss with you* – and Bob – *to see what you thought*.
Basically, what we want to do is put together a tour of Latin American music.
... *the plan is* to have a range of music.
Now *it's a question of* thinking about locations, dates, and funding.

b Asking for a response
What do you think?
I just wanted to see if you thought it had potential.
... *in principle you think it's a good idea – it'll work?*

c Giving a positive response
Sounds interesting. Tell me more.
Oh definitely.
Without doubt.

d Giving a negative response
I'm not really sure about that.

❺ a, d, c, b

Unit 2

Language focus p.16

❷ (Possible answers)
1 A farm in India.
2 Telling jokes and stories.
3 Working hard.
4 He was surprised and suggested that his uncle talk to the man.

❺ a 20 years
b casual
c staff should take responsibility

Talking about the past
1c 2a 3a 4b 5d
We use the Present Perfect in 'He hasn't done anything' to focus on the end result.
We use the Present Perfect in 'Have you noticed the man in the blue shirt?' to refer to action in the past that is relevant to the present.
We use the Present Perfect Continuous in 'He's just been telling jokes' to focus on the action.
We use the Past Simple to refer to action in the past.
We use the Past Perfect to refer to an action which happened before the action described in the Past Simple.

Practice p.18

❶ 1 had been using
2 had left
3 've only done
4 've just started
5 Has the meeting finished? it finished
6 had, was
7 had taken
8 've had

❷ How long have you been learning English?
2 When did you have your first English lesson?
3 How long have you been your present job?
4 When did you start your present job?
5 What have you been working on so far today?
6 What have been your main achievements at work this year?
7 When was the last time you laughed at work?
8 Have you ever thought about changing your job?

❸ Dear Mr Munroe
I would like to apply for the position of Leisure Services Coordinator as advertised on your website. I have attached my CV.
You will see that I have worked/have been working as PA to the Leisure Services Manager at Global Entertainment since January this year. I have done many different things since I have been there. For example, I have helped organize four one-day training seminars, including one on 'Having Fun in the Workplace', and I have accompanied the Leisure Services Manager on several trips. On the trip last August I organized all the meetings and travel arrangements.
I have recently moved to Manchester and have been looking for jobs in the local area. I have heard a lot about your company and I think it would be an excellent place to work.
I am available for interview at any time. I look forward to hearing from you.
Yours sincerely
Jane Wright

Wordpower p.20

❶ (Possible answers)
1 problem solving, orienteering, simulations, sports activities
2 help people work together more effectively
3 –
4 help people to be creative

❷ 1h 2b 3e 4f 5c 6g 7a 8d

❸ 1 It helps them to explore corporate identity and mission, to abandon established ways of thinking, and to find a common understanding.
2 Nokia, Orange, Varta
3+4 A car missing a wheel (= organization can't move forward fast because of a weakness). A pen full of animals all facing different directions (= individual employees not united). An octopus (= multi-tasker), wearing a hard hat (= protection from sales quotas), holding a skeleton (= problems from the past). A model of self in black bricks with a door to a tiny red heart (= a tough dark exterior but with a loving heart).

❹ team player, teamwork, team building
mission statement
corporate bonding, corporate identity, corporate strategy, corporate ethos
morale-boosting
job satisfaction

Skills focus p.22

❶ 1 Biologist
2 Actuary
3 Financial planner
4 Computer-systems analyst
5 Accountant
6–9 cowboy, seaman, ironworker, and commercial fisherman
10 Lumberjack

❷ 1 Biologist, Lumberjack, Biologist, financial planner, Actuaries, Computer systems analysts, accountants, Lumberjack, commercial fishermen, cowboys, ironworkers, seamen

❸ 1 Nigeria
2 Engineering
3 No
4 The trains were running late
5 She found that the tracks in the depot needed upgrading

❹ React / Introduce
Really / Well
Mmm / Apparently
Absolutely / Anyway
Wow / So basically

Focus on functions p.24

Starting a working relationship: Communicating with a different department by email

❷ knowledge of Latin American music b
previous experience of working with IntEx c
experience of managing tours in general a
experience of managing music tours b
ability to speak Asian languages b
ability to speak Spanish and/or Portuguese a
willingness to work on a limited budget not mentioned
experience of travelling in Asia not mentioned

❸ 1 This is Pei Lin from Cultural Events.
2 Let me introduce myself: my name's Rachel. (More formal and she doesn't know Pei Lin, who is in a superior position to her in the company.)
3 Could you ...?
4 I'll ...
5 Thanks, Regards

Starting a working relationship. Phoning potential contacts

❶

	Phone call 1	Phone call 2	Phone call 3
Who called who?	Bob Miller called Pamela Wang.	Bob called Hana Fujimoto.	Aleks called Nguyen Khánh Thế.
Reaction to offer?	Positive	–	Not available but knows other people who might be interested.
Action points?	Bob to send project outline, remuneration rates, etc. Pamela to send her CV.	Left message to contact with names of people who might be interested.	Will send details. of people who might be interested.
Contact details?	Bob: bobmiller@intex.co.au Pamela: pwang@internet.tw	Hana: hfujimoto@ajee.co.au	Aleks: alekssyska@intex.co.au

❷ 1b 2f 3h 4a 5g 6c 7e 8d

Review Unit A

❶ 1

1 has taken
2 have been trying
3 am still working
4 think
5 have found
6 is currently working
7 is planning
8 has just accepted
9 has been
10 has organized
11 spoke
12 sounded
13 said
14 is always trying
15 will give
16 am going
17 will keep

2 a *I have been here for three months* refers to a situation that started in the past and continues up to the point of speaking. *I am here for three months* refers to a situation that continues into the future.
b Not possible
c Not possible
d *I have seen her twice this morning* refers to two events in the recent past and suggests that the event may happen again because it is still morning. *I saw her twice this morning* indicates that there is no further possibility of the event being repeated.
e *I have been working here today* refers to a situation that started in the past and continues up to the point of speaking. The meaning of *I am working here all day* depends on when it was spoken.
f *I will go there tomorrow* gives the idea that the speaker made the decision at the moment of speaking
g Not possible

❷ informal: 1, 2, 4, 8
formal: 3, 5, 6, 7
(Possible answers)
1 I look forward to seeing you next Monday. Regards, Pete.
2 I apologize for not having replied sooner.
3 Looking forward to meeting you. All the best.
4 Please find attached the file that you requested. Regards, Jo.
5 Since I last emailed you we have found out that …
6 Could you send me the doc asap.
7 FYI – meeting scheduled for 14.30 / Just to let you know – meeting scheduled for 14.30
8 Please send my regards to Mike. Thank you, Sue

❸ (a) Really? (b)Well, apparently (c) Wow (d) So basically (e) Absolutely (f) Anyway

❹ (Possible answers)
1 Adrian speaking. How can I help?
2 This is Bob James (from *name of company*).
3 You don't know me but I was given your number by *name*.
4 I'm calling you because …
5 I don't want to keep you too long.
6 Of course. / That would be great. / Sounds great.
7 I was wondering if you would be interested in …
8 Give my regards to *name*.
9 Thanks for calling. / Nice to talk to you.
10 Bye. / Goodbye.

❺ 1 P= terrific, amusing, motivated, team player, enthusiasm, bonding, edge, multi-tasker, boost
N= overworked, misunderstand, counterproductive, shortcoming, anticlimax, overreaction, non-event
O= quick fix, fan, feedback, morale, mission statement, job satisfaction, strategy, yield, bottom line
2 terrific – terrible
amusing – unamusing
overworked – underworked
quick fix – no antonym
misunderstand – understand
motivated – demotivated, unmotivated
counterproductive – productive
team player – individualist
shortcoming – advantage, strength
enthusiasm – disappointment
3 (Possible answers).
edge – slight advantage over someone or something
yield – to provide a profit or amount after a certain amount of work or effort
multi-tasker – someone who is capable of doing different things at the same time
boost – improve significantly
bottom line – final point, key issue

Unit 3

Language focus 1 p.28

❷ (Possible answers)
1 False (a lot of people have problems)
2 True (until Jarvis phoned the Chief Marketing Officer)
3 False (they put pressure on the companies)
4 True

❸ (Possible answers)
1 It allows people to communicate with each other very quickly and in any country.
2 It is changing the way they communicate with customers and other people and organizations connected to their business.
3 They can provide better products, services, and save money.

Articles
'A' is used when a subject is first introduced, in this case 'communication revolution'. 'The' is used from then on.
'A' is used with 'blog' because it is referring to a single, non-particular blog among many. 'The' is used with 'blogosphere' because there is only one.
1 – no article
2 – 'the'
There are some special cases, for example, we might say 'the city of London'; 'a supermarket' is possible if we are not referring to the supermarket as the place where we usually shop; we say Europe but the European Union.
When we refer to public institutions in general we do not use an article. When we refer to one specific institution we may use 'the'.

Practice p.29

❶ 2 There are as yet no agreed rules of etiquette about the use of ~~the~~ mobile phones during ~~the~~ business meetings in the UK. Do you switch ~~the~~ your phone off, discreetly, before entering ~~the~~ a meeting? Or do you take your phone out and make ~~the~~ a big ostentatious show of switching it off, as ~~the~~ a flattering gesture conveying the message 'See how important you are: I am switching off my mobile phone for you'? Then do you place your switched-off phone on the table as ~~the~~ a reminder of your courtesy and your client's or your colleague's status? If you keep it switched on, do you do so overtly or leave it in your briefcase? Do you take ~~the~~ calls during the meeting?
Then what about ~~the~~ lunch? Is it acceptable to switch your phone back on during ~~the~~ a business lunch? Do you need to give ~~the~~ a reason? Apologize? My initial observations and ~~the~~ interviews suggest that ~~the~~ more insecure people tend to take and even sometimes make ~~the~~ calls during ~~the~~ a business lunch – often apologizing and giving ~~the~~ reasons, but in such a self-important 'I'm so busy and indispensable' manner that their apology is really ~~the~~ a disguised boast. Their higher ranking, more secure colleagues either leave their phones switched off, or, if they absolutely must keep them on for some reason, apologize in ~~the~~ a genuine and often embarrassed, self-deprecating manner.

❷ (Possible answers)

Category	Examples	a, an, the, –
Countries	France, Korea	–
States or group of regions	USA, EU	the
Mountains	Mount Kilimanjaro	–
Mountain ranges	Andes	the
Rivers, seas, and oceans	Ganges, Black, Indian	the
Sports and activities	football, karate	–
Types of entertainment	pop music	–
Languages	Spanish	–
Nationalities	Japanese	the (to refer to the nation as a whole)
Jobs and job titles	Joiner, Manager	a, the
Places where we shop	post office	the

Language focus 2 p.30

❷ 1 Convenience
2 Tesco
3 Sainsbury's customers
4 Sainsbury's
5 Almost £1 billion

Talking about the present
1 a *is growing*; b Tesco *has* a 31.5% share; c Tesco *is winning* the online supermarket war; d Sainsbury's internet customers *spend* more per order
2 1 b, d; 2 a, c
I think it's a great idea. – We use the Present Simple to give an opinion.
I'm thinking about your idea. – We use the Present Continuous to refer to the mental process.
It feels soft. – We use the Present Simple to describe an object using one of the five senses.
I'm feeling great. – We use the Present Continuous to describe our physical condition.
I'm having trouble with this report. – We use the Present Continuous to refer to the current situation.
I have an idea. – We use the Present Simple to refer to mental states.
They both refer to states that continue up to the present.

Practice p.31

❶ 1 The online supermarket business is booming.
2 Most customers spend less than £100 per order.
3 I've always turned off my mobile phone, except once during a live tennis match.
4 Blogging is becoming an important way for businesses to communicate with customers.
5 Recently a lot of supermarkets have been trying to attract more customers to shop online by offering lower delivery charges.
6 The number of local shops has fallen drastically in the last ten years.
7 Aston Martin makes luxury sports cars.
8 Bloggers have been / were successful in getting three computer firms, Sony, Dell, and Apple, to withdraw their faulty computers.
9 Mobile phones get smaller each time a new model comes out.
10 People communicate more these days, but less communication is face-to-face.

❷ 1 comes
2 suggests
3 has
4 is growing
5 run
6 supports
7 represent
8 is becoming
9 is always looking
10 comprises

Wordpower p.32

❶

speak	to	(somebody)	about	(something)
	with	(somebody)	about	(something)
	–	–	–	(a language)
tell	–	(somebody)	(about)	(something)
	–	(somebody)	that	(something)
	–	–	–	(jokes, stories)
talk	to	(somebody)	about	(something)
say	–	(something)	to	(somebody)
discuss	–	(something)	with	(somebody)
argue	with	(somebody)	about	(something)
chat	with	(somebody)	about	(something)
answer	–	(somebody)	about	(something)

1 I talked to the team yesterday about the new project.
2 He isn't going to tell his boss that he's quitting.
3 She doesn't say anything!
4 All he talks about is work.
5 Is Leo there?
Speaking.
6 He tells very funny stories.
7 She speaks four languages.
8 Could you tell me your name, please?
9 Can I speak to Mr Cooper?
He's on another line at the moment. Would you like to hold?
10 What's going on?
I can't say.

❷ 1

get	in touch with somebody
contact	somebody
make	contact with somebody
call	somebody
phone	somebody
be/talk	on the phone to somebody
put	someone through to somebody
get	through to somebody
hang	up on somebody
send	somebody an email
get/receive	an email from somebody
reply	to somebody
get	back to somebody

2 called/phoned, was on the phone, sent, contact/call, phone/reply, called/phoned, got/received, called/phoned, put her through, hang up

❸ 1 F 2 F 3 T 4 T 5 T

Skills focus p.34

❶ The second sentence contrasts with the first.
However

❷ 1 In the meantime
2 However
3 Consequently
4 Unless
5 As
6 Alternatively

❸ Information File 2, Student A
1 The computer analyst is going to explain the office network system. He's also going to show the staff how to use it.
2 Although the economic situation is improving, the company is going ahead with its downsizing programme.
3 We could replace the item he bought. Alternatively we could offer him a refund.
4 As everyone has been delayed by the flooding, let's postpone the meeting till tomorrow.
5 The product launch wasn't a big success despite a big sales campaign.

Information File 9, Student B
1 The computers were recalled due to batteries catching fire.
2 Sainsbury's delivery costs are lower. Even so, more people shop online with Tesco.
3 You could write to the sales manager instead of wasting your time with a call centre.
4 In comparison with other companies in this sector, Global Services has a more multinational staff.
5 The company will have to offer an attractive salary, otherwise graduates will go elsewhere.

❹ 1 and 5 *So* replaces the previous clause.
2 and 6 *So* suggests an approximation.
3 and 7 *So* indicates a reason.
4 and 8 *So* is used to start an exchange.

❺ 1 a To defend their national language, as a form of censorship, and because of illiteracy.
b Smaller countries (Scandinavian countries, Holland, Greece, Portugal).
c A voiceover, i.e. using the same actor for every part.
d Subtitling was originally elitist.
e Denmark and France, 1929.
2 1c 2a 3e 4b 5f 6d
3 Apparently, Actually, Incidentally, Essentially, Personally, Interestingly

Focus on functions p.36

❶ 1 He is getting a bit of echo and the other callers sound faint.
2 Funding issues (Bob); Tour Manager appointment (Pei Lin); Regional organizers (Aleks)

❷ sorting out procedure and technical problems – b c g h
making small talk – a f
turn-taking and turn-giving – d e

❸ 1 bringing the bands over (air fares and accommodation), venue hire, staffing
2 sponsorship from record companies, government funding from Latin American countries, government funding from Asian countries

❹ 1 1 just interrupt a moment
2 What about
3 Good point
4 coming to that
5 no problem
6 The problem is that
7 we're getting there
8 can just come in here
2 Can I just interrupt a moment?
If I can just come in here.

❺ 2 experience of tour management in general KP
experience of tour management with musicians FH
knowledge of Latin American music KP FH
experience with Latin American musicians and bands FH
experience of working in Asia KP
ability to speak Asian languages KP

❻ 1 This is ____, ____ speaking, ____ here, ____ again
2 a iv b iii c i d ii

❼ 1 China, South Korea
2 training - via email, to contact her cousin in Hong Kong
3 briefing - a meeting in Hong Kong
4 Diego

❽ 1 1 move on
2 like to tell us
3 Hold on, I'm losing you
4 on speaker phone
5 the receiver
6 that's better
7 were you saying
8 finishes it
9 anything they want to add
10 minutes
11 if you could send
12 did you want
13 thanks for your time
2 Aleks, would you like to tell us about …?
Sorry Aleks, what were you saying?
Pei Lin, did you want to say anything?

Unit 4

Language focus p.38

❶ 1 second
2 fourth
3 a Lake Palace Hotel
b Palace of the Winds in Jaipur
c Taj Mahal
d Varanasi on the Ganges
e Jaisalmer Fort
4 growing rapidly
5 agriculture
6 T

❸ 1 biggest
2 second biggest
3 a The Forbidden City
b Yangtze River
c Xian
d Shanghai Oriental Pearl Tower
e The Great Wall
4 72 years
5 $1,700

Talking about the future

❶ 1d 2a 3h 4c 5e 6f 7g 8b

❷

1	future plans	d
2	speculation about the future	a, c
3	predictions about the future	e, f, g, h
4	a scheduled event	b

Practice p.40

❶ (Possible answers)
1 will you do, 'm going to spend time with
2 would you like to work for
3 'll earn a good salary, 'm 25 I should have
4 are, 'm going to be
5 'll be, work as a freelancer.
6 is expected, will have
7 is, is
8 should

Wordpower p.42

❶ 1c 2a 3c 4b 5c
❷ 1 is certain (to), is bound (to)
is expected (to)
is likely (to)
is unlikely (to)
is certain not (to)
2 absolutely, very, pretty, quite

❸

Verb	Noun	Participle
expect	expectation	expected
predict	prediction	predicted
anticipate	anticipation	anticipated
foresee	foresight	foreseen
forecast	forecast	forecasted
project	projection	projected

❹ projections, prediction, forecast, anticipation, foresee, expect
1 It is going down.
2 Because they do not want to lose their careers.
3 Introducing incentives such as tax credits for producing children.
4 A reduction in the workforce. A slowdown in the economy. More foreign workers. Women taking a more prominent role in business.

Skills focus p.44

❶ 1 'am not I' is not possible
the 'o' sound changes from /u:/ in 'do' to /əʊ/ in 'don't'
'willn't' is not possible
the 'a' sound changes from /æ/ in 'can' to /ɑ:/ in 'can't'
'mayn't' is not possible
the 't' sound disappears in 'mustn't'.
2 When *have* is used to express certainty.
3 /kæn/ and /kən/; /hæv/ and /həv/
4 you /ju/ changes to /jɔ:/; /we/wi/ changes to /weə/; /they/ðei/ changes to /ðeə/
5 /wɒz/ changes to /wəz/

❹ 1 T 2 F 3 T 4 F 5 F 6 T 7 F

❺ 1 industry, industrialized
2 certain, maintain
3 permanent, percentage
4 supply, supplemented
5 environment, environmental
6 very, discovery
7 problems, produce
8 stable, stability
9 economy, economic
10 quarter, terrible

❻ economic
environmental
economy
environment
industry
finance
industrial
financial
dependent
investment
dependence/dependency
invest
environmental

Focus on functions p.46

❶ 1 Events Management
2 cultural awareness
3 the coordinator has pulled out
4 He suggests someone who may be able to help

❷ Would you like to coordinate the session on cultural awareness? a
It's yours if you want it. a

It's very nice of you to ask, but it's not really my thing. c
I could give her a call, if you want a
That'd be great. b
Shall I give you her email as well? a
Please. b
I don't think I need that right now, thanks. c
I'll buy you a drink some time. a
OK, I'll hold you to that. b

❸ 1 He's using Naomi Clayton, the friend of Lars Richter. He still needs to interview her.
2 Aleks wants her to go out to Australia to check out venues, but she's done a lot of travelling recently. She will go anyway but take Frits the Tour Manager as well.

❹ Subject: *seminar*
Offer: I could do it if you're really stuck.
*R*esponse: No, it's all right.
Accept/reject: reject

Subject: interview
Offer: I can sit in on the interview if you want.
Response: That would be really good.
Accept/reject: accept

Subject: CV
Offer: Shal I email her CV to you?
Response: No, don't bother.
Accept/reject: reject

Subject: Australia
Offer: Do you want me to go out for you?
Response: That's kind, but no.
Accept/reject: reject

Subject: Frits
Offer: I'll ask him about his availability if you want.
Response: Could you? Thanks.
Accept/reject: accept

❺ 1, 2
Diego provisionally offering the e-training job to Naomi **c informal**
Naomi expressing she wants to accept the offer **e informal**
Diego officially offering the e-training job **a formal**
Naomi officially accepting the job **g formal**
Pei Lin offering Frits the chance to come out to Australia and Asia **d formal**
Frits rejecting the offer **b informal**
Pei Lin making a revised offer **f informal**
Frits accepting the revised offer **h informal**
3 **Making offers**
I am writing to offer you the position of …
I'd like to offer you the job of …
I'd like to offer you the opportunity to …
Shall I come in to visit you?
We'll … if that's any help.
Accepting offers
I'm definitely keen on the position.
I am pleased to accept.
OK … I'm up for it.
Rejecting offers
Thanks for the offer … but I think I'm going to have to say no.

Review Unit B

❶
1 a	5 –	9 (the)	13 the
2 the	6 –	10 a	
3 the	7 –	11 a	
4 the	8 the	12 –	

❷ 1 not possible
2 not possible
3 *he won't be coming* means that he has another arrangement.
4 *will you come* is an invitation. *are you coming* means have you decided whether to come to the party.
5 *will let* would indicate a decision made now, which is unlikely. *I am going to let* would not greatly change the meaning.
6 *I am going to tell* means I have already made up my mind to do this.
7 not possible
8 not possible

❸
1 Actually	3 Although	5 Thus	7 However
2 i.e.	4 e.g.	6 even if	8 Despite this

❹
a picking up	f come in
b very faint	g move on
c This is	h finishes
d This is Bob again	i anything they want to add
e thoughts about that	

❺ 3 I'll hold you to that. – I will remind you that you promised to do that.
Cheers. – Thanks.
Better still … – I have a better idea …
It's not really my thing. – I am not really good at or interested in this kind of activity.
I could do it if you're really stuck. – If you are having a lot of difficulty, then I could help you.
He's pulled out. – He is no longer taking part.

❻ 1 answer sb about sth, argue with sb about sth, chat with sb about sth, discuss sth with sb, tell sb about sth, speak to sb about sth

Unit 5

Language focus p.50

❷ 1 1 Santiago (Chile), 2 Falkland Islands, 3 Sydney, 4 Singapore, 5 London, 6 Cairo, 7 New York
2 Singapore
3 A defibrillator because of his heart condition.
4 To raise money for the British Heart Foundation.

❸ (Possible answers)
1 How many miles did he run in the week?
2 How long did he take to run the New York marathon?
3 Where had they already completed runs before New York?
4 Who was he raising money for?
5 What had he fought back from?
6 How much money do they hope to raise?

❹ (Possible answers)
1 Photojournalist and adventure sports photographer
2 By accident – he took a photo of his climbing partner which he then sold.
3 In 2002 when he went to Tibet with National Geographic.
4 National Geographic, Outside, People
5 To show human potential and the fact that people can do extraordinary things.

❺ a b f g e c d

Narrative tenses
a The date was (*Past Simple*) 1999: he had already been (*Past Perfect Simple*) on a number of short climbs and expeditions and he was training (*Past Continuous*) in California's Yosemite Valley for an expedition to Pakistan's Karakoram Range.
b He took (*Past Simple*) a photo of Brady while he was sleeping (*Past Continuous*) in his bag next to all the gear they had left (*Past Perfect Simple*) lying around their camp the previous night.
c Before that point he had only been taking (*Past Perfect Continuous*) photographs almost as a hobby, although he had made (*Past Perfect Simple*) a bit of money out of it.
d On the plane over while everyone else was reading (*Past Continuous*) their novels, Chin was frantically reading (*Past Continuous*) the instruction manual to the XL1 camera.
1 Past Continuous
2 Past Perfect Simple
3 Past Perfect Continuous
The same tense is used in d because both activities were happening at the same time.
Adverbs are usually placed after the first auxiliary verb.

Practice p.52

❸
1 was	8 was walking
2 was doing	9 was cleaning
3 had been working	10 was doing
4 went off	11 were coming in
5 had only had	12 had finished/was finishing
6 needed	13 started
7 worked	14 had been

Wordpower p.54

❷ 1
1 fearless	5 dangerous
2 frighten	6 risks
3 adventure	7 fear factor
4 faint-hearted	8 heart-stopping

2 a ~~More than~~ Just under/Nearly/Almost half a million bungee jumps have taken place since the first one in 1988.
b Bungee jumping is ~~more~~ less dangerous than it looks.
c In the business of extreme sports it is important to be ~~traditional~~ innovative.
d Bungee jumping started as a ~~sports activity~~ fertility rite.
e The business of bungee jumping has made ~~very little~~ a lot of money/megabucks.

❸ They all extend the meaning of the original adjective.

	Collocate	Word type	Definition
Hyper-	active	adjective	more active than normal
	tension	noun	higher than normal blood pressure
	market	noun	a very large shop located outside a town
	sensitive	adjective	very easily offended
	ventilate	verb	breathe too quickly
Super-	human	adjective	having extraordinary power
	power	noun	country with great military or economic power
	market	noun	large shop selling food and goods
	hero	noun	film or comic character with extraordinary powers
	sonic	adjective	faster than the speed of sound
Mega-	phone	noun	an instrument used to make your voice louder
	byte	noun	a unit of computer memory
	bucks	noun	a very large sum of money

❹ 1 e 2 a 3 h 4 g 5 b 6 f 7 d 8 c

❺ 1 heart attack 2 heart surgery 3 misses a beat 4 faint-hearted 5 heartbroken 6 set her heart 7 by heart 8 heart-stopping

Skills focus p.56

❷ 1 a 1 (3) b 1 (2) c 2 (7) d 3 (8) e 4 (1) f 4 (3) g 7 (7) h 8 (5) i 5 (3) j 6 (2)

When the focus is on the equipment.

2 a bar chart or line graph
a pie chart

❸ Edit your first draft.
Rewrite.
Proofread - check for spelling mistakes, punctuation.
Check the layout (e.g. for a letter).
Final rewrite.
Final read through.

Practice

❶ (Possible answers)
1 Take care when preparing to bungee jump.
2 In figure 3 there are three lines which show …
3 What are your plans?
4 The heartbeat can be measured …
5 The police examined the accident area.
6 He jumped at random.
7 He could have done it.
8 The Oxford Stunt Factory started in the 1980s and organizes a variety of adrenaline sports.
9 Helping the reader to understand is important.
10 Writing precisely takes time.

Focus on functions p.58

❶ 1 T 2 F 3 T 4 T 5 T 6 F

❷ 1 a 6, 11 b 3, 5, 9, 13 c 1, 2 d 10, 12 e 8, 15 f 4, 7, 14
2 The correct order is 11, 6, 8, 2, 12, 7, 4, 14, 15, 1, 10, 9, 3, 5, 13.

❸ 2 venues 3 sorted out 4 concern me most 6 finalizing 7 draft budget 11 formally welcoming 12 costs 14 accommodation, transport

Unit 6

Language focus p.60

❶ a Harrods, b Lafayette, c Mitsukoshi, d KLCC shopping plaza e Macy's.

❷ (Possible answers)
women's clothes – 1st and 2nd floors
restaurants – near the top of the store
cosmetics – ground floor, near entrance
furniture – near the top of the store
food hall – in the basement
famous brands – watches, jewellery, and bags – ground floor

❸ 1 right
2 no, because people speed up as there's nothing to look at
3 wide
4 at the back
5 Transition Zone: the area at the entrance of a store where customers are adjusting to the light and adjusting their speed
Invariant Right Rule: shoppers normally turn to the right when entering a store
Signature items: the store's famous brands
Butt Brush factor: the danger of being bumped into or being touched from behind

Modal verbs: obligation, necessity, and permission

necessity, obligation (not to), necessity, necessity, permission

The past forms in italics are all irregular.

Generally *have to* refers to external obligations, whereas *must* refers to more internal, personal obligations.

Don't have to refers to a lack of obligation, whereas *mustn't* refers to an obligation not to.

Which sentences refer to: a – *obligation*, b – *necessity*, c – *obligation not to*, d – *no obligation*, or e – *permission*?
1e 2b 3a 4d 5c

Practice p.62

❶ 1 don't have to 2 should 3 should 4 must 5 mustn't 6 should 7 can, must 8 should 9 should 10 mustn't

❷ 1 The store is very large.
2 They are all on one floor. The shopper may be joking as there are 33 restaurants to choose from.
3 No. The store is very safe.

Modal verbs : speculating, expressing certainty and possibility

It (almost) certainly isn't one of the biggest shops in the world.
Past – 4
General – 2, 3, 6
Future – 5, 7

Wordpower p.64

❸ 1 psychological inspirational confident
2 inspire

❺ Individual positive effects: c, e, i, k, p
Individual negative effects: a, h, l, o
Social positive effects: b, g, i, n
Social negative effects of sport: d, f, j, m

❻ 1 delinquent 2 assertive 3 frustrated/frustrating 4 violent 5 competent 6 aggressive 7 cooperative 8 communicative 9 respectful/respected 10 dedicated 11 arrogant 12 proud

❼ 1 a self-esteem b self-awareness c self-reliance d self-discipline e self-absorption
2 a, b, c, d

Skills focus p.66

❷ 1 Different: a, c, d, e, f, i
Same: b, g, h, j
2 a forty b thirty c sixty d live e chip f easy g slip h heat

❹ 1 c 2 b 3 a 4 a (UK), c (USA)

❺ 1 By 'sick' you mean you were just feeling a bit tired?
2 Did you say *forty – four zero*?
3 Sorry you've done what?
4 So you're saying that eighty per cent of Americans have lied on their CVs?

❻ 2 Beep 1 = c Beep 2 = e Beep 3 = a Beep 4 = b Beep 5 = d

Focus on functions p.68

❷ 1 (Corrected details in bold)

Itinerary: Latin Goes East (as at 10 April)	
Date	Event
Thu 11 May	Fly to Tokyo; Concert 3 – Tokyo Welcome reception
Fri 12 May	Concert 4 – Tokyo
Sat 13 May	**Journey to Osaka (train or air)/ Osaka concert (Tokyo cancelled)**
Sun 14 May	Free day (Tokyo or Osaka?)
Mon 22 May	Concert 10 – Shanghai
Tue 23 May	Fly to Bangkok; Concert 11 – Bangkok
Wed 24 May	Concert 12 – Bangkok
Thu 25 May	**Extra lunchtime concert (Thai Royal Family)**
Fri 26 May	**Fly to Hanoi; Concert 13 – Hanoi**
Sat 27 May	Concert 14 – Hanoi (and farewell party)

2 a 3 p.m. b 5 p.m. c 6.30 p.m. d 7.30 p.m.

❸ 1 Could you manage 4.00 p.m.?
I'm not sure about 4.00, I'll need to check the flight time.
If it's OK with you, I think I'd prefer to make it 5.00 p.m.
OK, that sounds like a good idea.
Shall we say 7.00 for the drink?
Could we make it a little earlier? Say 6.30?
No problem.

2 The flight to Hanoi **has changed** (*Present Perfect Simple*). We were going to be (*was/were going to*) flying on the 25th, but now we're flying (*Present Continuous*) on the 26th.

❹ a Would Wednesday morning at nine o'clock suit you?
Could you manage 4.00 p.m?
Shall we say 7.00 for the drink?
What about seven for the meeting?

b If it's OK with you, I think I'd prefer to make it 5.00 p.m.
5.00 p.m. would be better for me.
Could we make it a little earlier? Say 6.30?

c OK, that sounds like a good idea.
Yes, that's fine.
No problem.

d I'm afraid 4.00 p.m is going to be difficult.
I'm not sure about 4.00, I'll need to check the flight time.
I'm sorry I can't make it on Tuesday.

e It looks as though I'm going to be busy all morning.
The problem is, I have to wait for someone at the airport.

Review Unit C

❶
1 were enjoying — 9 taught
2 asked — 10 made
3 was — 11 was
4 went — 12 had thought / had been thinking
5 had been looking — 13 broke
6 thought — 14 asked
7 was — 15 turned
8 had given — 16 was

❷ 1 *cannot* = impossible, *may not* = I am not sure yet
2 *could* in this case refers to a future possibility, managed to refers to a past ability
3 *don't have to* = it is not necessary, *mustn't* = it is prohibited
4 *have to be* = this is the rule and we normally respect it, *supposed to be* = we often ignore the rule and arrive later
5 *he can wait* = he is in a position in which he is able to wait, *he may wait* = there is a possibility that he will wait but I am not sure if in reality he will wait

❸ (Possible answers)
a Ensure that the disk drive unit is switched on before inserting any disks.
b Please bear the following in mind when dealing with communication problems.
c Let's now define X.
d P was different from Q because P has a higher value.
e This document analyses all the possible solutions.
f The table shows the amounts regarding X, Y, and Z.
g Our company bought the two cars last year.
h Complete the form in black ink.

❹ 1 heart 2 heard 3 psychology 4 please

❺ (Possible answers)
a I'd like to start by …
b You've got a *document* in front of you, which I hope you've all had a chance to look at.
c *name*, perhaps you could give a brief report on this.
d So that deals with the question of …
e So moving on, the next item is …
f To sum up …
g I think we can bring things to a close.

❻ 1 (Possible answers)
a shall b would c manage/make d have
e make f looks g sounds h suit

❼ 1 competence, dedication
3 P= courage, fearlessness, pride, sportsmanship, super-confidence
N= cheating, failure, rule-breaking, stereotyping
Fearlessness can be negative because sometimes being fearless can make you do foolish things.
Super-confidence is negative when doing an action which is dangerous if you are not competent at it.
Rule-breaking can be positive if you are in a situation where following the rules might lead to something terrible happening

Unit 7

Language focus 1 p.72

❶ a Arne Jacobsen (Egg Chair)
b Frank Lloyd Wright's (Guggenheim Museum)
c Philippe Starck (Lemon squeezer)
d Alec Issigonis (Mini)
e Christian Dior (Women's fashion)

Conditionals: Zero, 1st, 2nd
1b 2c 3a
We use the zero conditional to refer to a general truth.
We use the first conditional to refer to a possible situation.
We use the second conditional to refer to a possible but less likely situation.
2 is more definite than 1.

Practice p.73

❸ 1 would, had — 3 could be — 5 were, would
2 were, would it be — 4 will, are

Language focus 2 p.74

❶ 1f 2a 3b 4c 5e 6d 7g

Functions using *if*
grateful if (request), were you (advice), need (offer), OK if (permission), can (future possibility), if, could (reporting), have, could (suggestion)
1 2 3 5 7

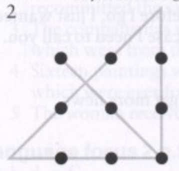
Practice p.75

❶ a if you could order a taxi for me
b I'd go to the noodle restaurant
c you need any information, just let me know
d I leave my bags here
e would like to go sightseeing, could go to visit the Giac Lam Pagoda
f you go/went quickly, you can/will/could catch
g asked, knew

❷ 2 (Possible answers)
a I'd be grateful if you could get me on the next available flight.
b Is it OK if I take these as carry-on luggage?
c I'd be grateful if you could change my seat.
d I'd be grateful if you could change my room.
e He asked me if I could give my client a message.

Wordpower p.76

❶ logical thinking
❷ 1 The lawyer and engineer are women.
2



3 Push the cork into the bottle.
4 Karen is very young and isn't tall enough to reach the button in the lift.

❸ 1 f 2 b 3 c 4 d 5 a 6 e

❹ 1 breaking down 2 work out 3 go into 4 goes into 5 breaks down 6 work out

❺ 1 through 2 about 3 into 4 about 5 through 6 into 7 into 8 through

Skills focus p.78

❷ 1 1 getting, saved
 2 things
 3 flexible
 4 bother
 5 wondering
 6 hope
 7 making
 2 a 1, 2, 6 b 1, 3, 7 c 4, 5

❸ 2 a2 Congratulations on your new job.
 b1 Welcome back.
 c4 Is it a boy or a girl?
 d1 Did you have a good time?
 e4 How much did he/she weigh?
 f2 Well done! You really deserve it.
 g3 What part of town is it in?

❺ 1 uses small talk/personalization
 2 about 50:50
 3 shows understanding about the recipient's busy schedule; the question is more polite and gives the final decision to the recipient

❻ (Possible answers)
 1 **Sorry** I forgot to send the attachment.
 2 I **just** wanted to ask you a couple of things
 3 Could you **possibly** tell me how to get to your office?
 4 Could you do this by tomorrow **please**?
 5 I'm afraid I don't **actually** know the answer to that question.

❼ (Possible answers)
 1 I need to change the time of the meeting to 10.30. Give me a ring if that's not convenient. Rgds. Pete
 2 The document looks fine. However, there are some areas you might consider revising.
 3 I was wondering whether you could give me some help with a translation. Could you please drop into my office around 11.00?
 4 I saw your presentation on creativity tools yesterday. It was really useful – thank you. Could you please send me a copy of the handout?
 5 It might be an idea to make some changes to your report. What do you think?

Focus on functions p.80

❶ 1 a transfer arrangements and arrangements at the hotel
 b arranged transport to meet all flights
 2 a I wonder if you could just clarify what you mean by 'all the arrangements'?
 b To clarify …
 c I'm glad to hear everything is arranged.
 Everything for the airport transfers is now clear.

❷ 1 Her arrival has been delayed.
 2 When she's going to arrive.
 3 Could you **be more specific**?
 What exactly **do you mean by 'some delays'**?
 So if I **understand you correctly**…
 Not exactly.
 OK, I see **what you mean**.
 So, if I **phone again in a couple of hours you should be able to give me more information.**

❸ 1 Whether Aleks is going to make the meeting and the opening concert. Pei Lin's room number.
 2 Whether Aleks will make the opening concert.

❹ 1 Frits It's a really bad line. Can you just run that **by** me again? Basically what **you're** saying is that Aleks is not going to make the meeting tonight?
 Pei Lin Exactly.
 Frits And, correct me **if** I'm wrong, she might not even make it for the opening concert?
 Pei Lin It's hard **to** say. I've asked Hyun-ji, the local rep, to go down to the airport because the airport **couldn't really** tell me. She should call me any moment now.
 Frits OK, I'd better get off the line. Before I go, I just wanted **to check** your room number, in case I need to call you.
 Pei Lin It's 623.
 Frits Did you **say** 6 – 2 – 3?
 Pei Lin That's right. I'll call you when I get more news.
 2 It's hard to say.

❺ a Could you be more specific?
 What exactly do you mean by …?
 Can you just run that by me again?
 Basically what you're saying is …
 Correct me if I'm wrong …
 Did you say …?
 Giving clarification
 b I'll try to explain.
 c So, if I understand you correctly …
 So if I … you should be able to …
 Not exactly.
 OK, I see what you mean.
 Precisely.
 Exactly.
 That's right.

Unit 8

Language focus p.82

❷ 1 F 2 F 3 T 4 T 5 F 6 T

❸ (Possible answers)
 1 Because the leather and the techniques used to make the sofas are Italian.
 2 To keep production costs, particularly labour costs, down.
 3 They can preserve traditional Italian production methods.

❺ 1 had set up
 2 would now be
 3 hadn't gone
 4 would have been lost for ever
 5 had happened
 6 wouldn't now be sitting
 7 should they have described

Past modals
1 c 2 a b d
Past modal sentences are formed by taking the modal verb (e.g. *must, could, should, can't,* may) and adding have and the past participle.

3rd Conditional and Mixed Conditionals
1 They all refer to the past.
 They all refer to an unreal situation.
2 3rd conditional
 If + *had* + past participle, *would(n't)* + *have* + past participle. (definite consequence)
 If + *had* + past participle, *might/could (not)* + *have* + past participle. (possible consequence)
 Mixed Conditional
 If + *had* + past participle, *would(n't)* + infinitive. (present consequence)

Practice p.84

❶ 1 If Thomas Burberry hadn't invented gabardine, he wouldn't have been able to open a shop in London.
 2 If the Burberry coat hadn't been worn by several famous Hollywood stars, it wouldn't/might not have increased in popularity.
 3 If Burberry had not had a British image, it might not have been a success in Asia.
 4 If Rose Marie Bravo hadn't been brought in as CEO, the company might not have been turned around.
 5 If Rose Marie Bravo hadn't introduced new products and an advertising campaign, the company wouldn't now be worth over £2 billion.

❷ 1 You must have left them at home.
 2 You can't/should have locked your office door.
 3 You must have sent it to the wrong address.
 4 He can't have/should have read the memo.
 5 You shouldn't have told anyone your password.
 6 You should have made back-up files.

❸ 1 He **can't attend** this meeting – he's on business in Birmingham.
 2 If we **had had** more time, we could have done a better job.
 3 Sorry, I **should have told** you – we finish at 4.30 on Fridays.
 4 If he **had asked** me, I could have told him what to do.
 5 If I **hadn't worked** so hard, I wouldn't be where I am now.

❹ 1 can't/couldn't have been
 2 hadn't renegotiated
 3 could/might/would have lost
 4 had gone/went
 5 might/would not have been admitted
 6 might have worried
 7 should have done
 8 hadn't been
 9 might/would not have become
 10 may have solved

Wordpower p.86

1 1 a brand b image
2 a image d image
b brand e image, brand
c brands

3 image conscious — corporate image
brand loyalty — own brand
brand name — famous brand
brand marketing — positive image
brand recognition — negative image
famous image

2 2 (Possible answers)
Design of products: simple, reducing everyday products to their essential form.
Use of materials: they use recycled goods, plain plastic, etc.
Signs and labels: signs are nearly invisible, there are no labels, just a price tag.
The people they use to design their goods: their identities are secret, and they must design to the Muji image.

3 *company-owned* stores
in-store signs
breakthrough products
big-name designers

4 1 a light-hearted e handmade
b hard-hitting f life-enhancing
c self-made g moneymaking
d hard-nosed h groundbreaking

2 Because they have become established as adjectives in their own right, and dictionary entries will reflect this.

5 Pepsi-Cola

Skills focus p.88

3 a stubble d piercing g clothes
b hair style e tattoo
c height f smoking

4 1 hairstyle, smoking, piercing, stubble, tattoos
2 cosmetic surgery, dying grey hair, going on a diet

5 1 You don't hear the sounds in bold when they are followed by a consonant.
2 /r/ is stronger in American English

6 When a final consonant comes before a initial vowel, for example, 'quarter of', and when a final vowel comes before an initial vowel, for example, 'do it'

Focus on functions p.90

1 1 Frits has to return home.
2 Seeing if the other applicant on the short-list is available to come out.
3 I'm sorry to have to tell you this.
I'm afraid we've got a problem.
4 She's not confident because she says: 'at the moment the only solution I can think of is …'

2 I'm sorry to have to tell you this but … a
Oh no, what now? b
That's a terrific idea. d
Here's something I think you might like. c
I've thought of another solution. e
The only solution I can think of is to … e
It sounds like you've got some real problems. b
Wow, that is bad news. b
It's terrible news about … b
That's great. d
I'm afraid we've got a problem. a
I don't know about how you'll feel about it, but how about if… e
I've got to tell you there's been some more bad news. a

3 1 He comes out and takes over.
2 They've had an argument and have split up.
3 He'll talk to them and try to get them to stay on until he gets there on Monday.

4 1 Oh no what now?
That's a terrific idea.
Here's something I think you might like …
I've thought of another solution …
It sounds like you've got some real problems.
Wow, that is bad news.
It's terrible news about …
That's great.
I don't know about how you'll feel about it, but how about if …
I've got to tell you there's been some more bad news.
2 Look, I'll tell you what …
What I'll try to do is …

Review Unit D

1 1 would just like 6 had thought
2 would be really grateful 7 would have done
3 would be 8 goes
4 use 9 will have
5 would get

2 a can't = impossibility
might not = there is a possibility that he didn't read my email
b Not possible
c should have = it would have been a good idea
must have = it is certain that she warned him
d should have = it would have been a good idea
would have = but we didn't for some other reason
e Not possible
f Not possible

3 1 (Possible answers)
a Welcome back. Did you have a good time?
b I hear you got the manager's job. Excellent news!
c Do you like your new place? Have you settled in yet?
d Too bad about United losing. You must be really upset.

2 (Possible answer)
You did a great presentation – I think it was really useful and was exactly what many of the audience wanted. There were just a couple of things that you might want to address. First, there were quite a few technical people in the audience who may not have been interested in the first and second parts. It might be an idea to set up separate presentations when you've got diverse audiences. This would also enable you to make the presentation shorter. Also, I find it a good idea not to read the slides word for word – let the audience do that. You just need to focus on a key point using different words from those on the slide. By the way, did you know that Adrian Wallwork, our English teacher, is running a course on presentations? It starts next week and I was thinking of going – maybe see you there!

4 1 mean by 5 see
2 saying 6 correct me
3 exactly 7 just
4 did, say

6 1 mus(t)n't We(d)n(e)sday answ(e)r(e)d int(e)rested gen(e)ral ev(e)rything bus(i)ness
2 P= light-hearted, groundbreaking, trendsetting
N= hard-hitting, self-made, image-conscious

Unit 9

Language focus 1 p.94

Defining and non-defining relative clauses
Defining: 2, 5, 6
Non-defining: 1, 3, 4
Commas are used in non-defining relative clauses. In these clauses you can remove the part between commas without changing the essential wearing of the sentence.
That cannot be used in non-defining relative clauses.
That can replace *who* and *which* in defining relative clauses.
If there is a preposition in a relative clause, it generally comes at the end of the clause.
We use *whose* when we refer to something that belongs to the subject.

Practice p.95

1 1 a who d who g which
b where e who h whose
c which f who

2 *That* can't be used in any gaps, either because it is a non-defining relative clause (a, b, c, d, e, f) or because the relative pronoun is not *who* or *which* (b = *where*, c = *of which*).

2 1 Insert commas before and after the clause in sentence 1 only.

3 1 The judge wanted the housewife to feel the same pain as the animals, many of which had died.
2 The judge has convicted a lot of people, few of whom have recommitted the same crime.
3 The company has received many complaints, the majority of which were from the public.
4 Sixteen paintings were stolen from the gallery in 1957, none of which were ever found.
5 The woman received €15,000, all of which she spent on a new car.

Language focus 2 p.96

2 b, d, e, f

I wish/if only …
1 b, (ii) 2 c, (i) 3 b, (ii) 4 c, (i)

Practice p.97

❶ 1 I wish I could visit Bhutan.
2 I wish my partner would give up smoking.
3 I wish I had paid more attention at school.
4 I wish I didn't eat so much junk food.
5 If only we'd gone to Italy instead of the USA.
6 If only my friend had listened to me, he would have passed his exams.

❷ 1 What email messages do you wish you **had never sent** or **never opened**?
2 What things do you wish you **had known** before you started your current job?
3 What do you wish your boss/parents/friends **would do** and **wouldn't do**?
4 What do you wish you **had** more time to do?
5 What do you wish you **hadn't promised** your boss or partner that you would do?
6 What do you wish you **didn't have** to do at work?

Wordpower p.98

❸

ban	synonym: prohibit	antonym: allow
outlaw	synonym: make illegal	antonym: legalize
permit	synonym: let	antonym: prevent
preserve	synonym: conserve	antonym: destroy
restrict	synonym: limit	antonym: widen

❹ 1 legalized
2 preserve/conserve
3 ban/prohibit
4 permitted/allowed, restricted/limited
5 banned/prohibited

❺ 1 people to import – chewing gum
2 to do – smile, be polite, not smoke, flush public toilets
3 from happening – a drought
4 to do – plant trees
5 to avoid – yes
6 to become – a first world country
7 use – English
8 from doing – feeding the pigeons

Skills focus p.100

❶ a the content of the email
b the main topic
Paragraphing is important. You can use numbers and bullets.

❷ (Possible answers)
1 This section provides examples of how to organize a document.
2 There are a number of drawbacks to this approach, although it is useful.
3 Headings are generally redundant in emails, though not in documents.
4 It is not a good idea to use Latin terms in documents, in my opinion.
5 Layout and sentence length are among the factors that influence whether people will understand your document.
6 The most significant factors affecting readability are highlighted in Table 1.
7 The written style in many documents is not very clear.
8 A number of issues have been raised by the errors in this report.
9 There is a very low rate for emails failing to meet their destination.
10 Many emails are probably sent unnecessarily.

Focus on functions p.102

❶ 1 d
2 written: c, d
spoken: a, b, e, f
3 friend to friend: a, b, e, f
colleague to colleague: b, e
management to staff: c
company official to VIP: d

❷ 1b 2a 3e 4f 5d 6c

❸ 1 1c 2d 3a 4b
2 a2 b3 c1 d4

❹ 1d 2f 3b 4c 5a 6e

❺ 1 The band let the audience come up on the stage and the audience did some damage.
2 Yes.
3 Appreciation: Thanks to you too, Aleks.
Disapproval: he was a bit unhappy
I think he expected something more formal.

Unit 10

Language focus p.104

❷ 1e 2b 3a 4c 5f 6d

❸ 1 Human error
3 91% the percentage of businesses that use firewalls and proxy servers
60% the percentage of information security breaches caused by people
96% the percentage of businesses that use antivirus software
29% the percentage of organizations that feel they need security training
40% the percentage of organizations that had experienced at least one security attack in the past year
36% the percentage of organizations that offer end-user security awareness training

❺ 1 A 2 B 6
❻ 1 C 5 D 1

Passives

1 a Passive: *is not being adequately addressed.*
b Active: *are also becoming common.*
c Passive: *have been charged*
d Passive *were then recruited*
e Active: *have noticed*
f Passive: *will always be needed*
g Active: *announced, sent*
Passive: *had been targeted*
h Passive: *was being carried out*

To form the Passive we put the verb *to be* in the same tense as the active verb and add the past participle.

1 d, g, and h. Because the agent is mentioned. The others can also be changed, but an agent needs to be introduced, e.g. in sentence a: *Businesses are not addressing the primary cause of security breaches adequately.*
2 In sentences a , c, and f the agent is either not important or unnecessary.

Practice p.107

❶ (Possible answers)
1 Intended meaning: Police officers have found a safe hidden under a blanket.
Unintended meaning: Police officers have been found safe under a blanket.
2 Intended meaning: Rail passengers have been affected by the cancellation of trains.
Uunintended meaning: Some passengers have been hit (run over) by trains that were cancelled.
3 Intended meaning: Bureaucratic 'red tape' is delaying the opening of a new bridge.
Unintended meaning: Pieces of red-coloured tape are supporting a new bridge.
4 Intended meaning: The police have shot a man who was carrying a knife.
Unintended meaning: The police have shot a man by using a knife.

❸ 1 a Most bank robberies **are carried out** not with a gun and a mask, but with a computer and a keyboard.
b Our parents' generation **wasn't worried** by security concerns as much as we are.
c More and more sophisticated technology **will be used** to counter ID theft.
d In fifty years' time computer systems **will be used** that are completely secure.
e Always make certain that computer files **are backed up** on a separate and removable computer drive.
f Not possible in Passive.
g Concerns over security **have been used** by governments and others to increase their control over the public.
h Over the last few years more and more serious security measures **have been introduced** by governments.

Wordpower p.108

❷ 1 a nervous d surveillance, avoid, personal
b controlled e hackers, occasions, currently, effective
c activities

❸ 1 A pensioner heard the passengers describe themselves as *terrorists* about to carry out a *hijack* – in fact the words were *tourists* and *hitch-hike*.
2 … an increasingly *nervous* George …
In a very *efficient* operation, …
… on a video *surveillance* camera

When the police *inspected* them …
…and *personal* stereos
…had *actually* been discussing how they didn't want to be tourists
3 set off (2 different meanings)
get on (2 different meanings)
get off
pick up
close off
take off
turn out (2 different meanings)
tell off

4 1 The tube system was shut down as a result of a false alarm.
My wife told me off.
2 a bystanders b breakthrough c cutbacks d upbringing
3 a There have been a number of break-ins in houses in our street in recent weeks…
b … There was a traffic hold-up because of a security alert.
c Several passers-by just ignored the victim's cries for help…
d … but after a tip-off, the police arrested them in a series of dawn raids.
4 In question 2 there are no hyphens, but the ones in question 3 all have hyphens.

5 4.2 a … when the bomb went off.
b … and will cut down online corporate fraud.
c … whilst also dealing with government cutbacks.
d He put his life of crime down to his upbringing.
4.3 a … but the police have refused to look into them.
b I'm sorry we got in so late…
c … and carried on as if nothing had happened.
d … the gang thought they had got away with it…

Skills focus p.110

2 a fingerprinting, b airport security checks, c iris identification, d CCTV (closed circuit television), e phone tapping, f credit rating

4 1 Definition of privacy:
The 'right to be left alone'
Under what circumstances do third parties have the right to collect and use information about you?
What is private information?
In Sweden, your income tax return can be read by anyone because it is considered to be information that the public has the right to know about. On the other hand, there is a European Union directive that says that any itemized telephone bills should not contain the last three digits of the person called.

Focus on functions p.112

1 1 Yes, on a phone-conference link.
2 A number of small problems.
3 Very positive.

2 1 No.
2 An eastern European arts project
3 For coming out at short notice to take over the Tour Manager role, and for sorting out the problem with the angry venue manager
4 took him out for lunch to apologize

3 1 look back at
2 review it thoroughly
3 on the whole
4 reasonably satisfied
5 lessons to be learnt
6 feedback
7 come on to
8 wanted to start
9 at short notice
10 congratulations on
11 not only for coming out
12 but also for sorting out
13 Well done

4 in a nutshell 1
well done! 10
going to leave us now 7
over-budget 4
take care 9
taking all things into account 2
the bottom line is 3
bear this out 5
to do with reviewing details 8
I'd like to congratulate 6

Review Unit E

1 1 which
2 which
3 that
4 which
5 which
6 whom/which
7 whose
8 that

2 1 had started
2 would rain
3 didn't
4 had told
5 would come

3 1 It will be done tomorrow.
2 It is being worked on now.
3 It had already been built.
4 It has been studied all morning. (possible but unusual)
5 He was hired last year.
6 not possible
7 English is not spoken there.

4 (Possible answer)
Subj: Congratulatory dinner Saturday 19th August
Dear All
Now the project has finished successfully I'd like to invite everyone to a dinner on Saturday 19th August to congratulate you for all your hard work. Please reply by Tuesday to say if you can come.
The project was a great success and I would just like to say well done. We succeeded without going over budget or having any other problems.
The results are announced on Friday and I am sure these will bear this out.
Thanks to everyone once again,
Simon

5 (Possible answers)
1 Sorry I'm afraid I've got to study tonight. Maybe some other time.
2 No problem. What exactly would you like me to cover?
3 I would be most honoured to accept your kind invitation.
4 I would be very pleased to accept your invitation to discuss the proposal. Might I suggest Tuesday at 15.00?
5 Thank you. That's very kind.
6 To be honest I didn't think much of them.

6 Vocabulary
1 permit - let, preserve - conserve (keep), restrict - limit, outlaw - make illegal
3 1c 2a 3b 4d